

Committee: FINANCE AND RESOURCES

Date: 24 May 2022

Report: ACTION PLAN 2022/23

Purpose of the report

1. To seek Members' approval for the detailed programme of activity that the Authority will undertake in 2022/23 to achieve the objectives set out in the Corporate Plan.

Recommendation

2. That Members approve the attached Action Plan as the basis for managing the Authority's day-to-day work in 2022/23.

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 specific objectives that the Authority is trying to achieve were agreed at the Authority meeting on 14 December, and were subsequently set out in the published [Corporate Plan 2022-23](#). Members will recall that most of the objectives are taken directly from the National Park Management Plan 2019-24.
5. The Action Plan sets out in more detail what we are going to do, and by when, to make progress on those objectives this year. It is a 'public document' but it is not written with the public as its primary audience. It is an *operational* document that is used by managers to plan and manage day-to-day, and it is updated during the year.

Action Plan for 2022/23

6. The draft Action Plan for 2022/23 is set out in the **Annex**. The objectives relating to the Authority's six priority areas of work are highlighted (in green). Any actions

postponed from 2021-22 are marked with a red (p). Those that have been outstanding for longer than a year are marked accordingly.

7. Members will already be aware that this is the most extensive and ambitious annual programme of work that the Authority has ever undertaken. Members' attention is drawn to the following significant areas:
 - a. **Farm conservation** – directly supporting high nature value farming, including: providing £1.3m in grants through the national *Farming in Protected Landscapes* programme; and running an extended *Catchment Sensitive Farming* programme to reduce water pollution (1.1-5; 20.1-5);
 - b. **Planning** – continuing to exceed all the Government's performance targets; and, carrying out a detailed performance review to identify how the service could best be provided in future (28.1-28.8);
 - c. **Planning policy** – making significant progress towards a new Local Plan for the whole Park, including identifying new housing sites and completing the 'publication' version of the Plan; and, producing a new statement on housing and under-occupied properties (25.1-26.2; 29.1-7);
 - d. **Recreation and health** – a range of measures to broaden the opportunities for people to access the Park for health, including making more rights of way suitable for all users, and running a range of inspirational events to engage people with this special place (8.1-9.3);
 - e. **Rights of way** – an extensive programme of works to maintain and improve the opportunities for physical access within the National Park, including replacement signage, new surfacing, and continuing to put right flood damage to foot bridges in Swaledale (7.1-10).
 - f. **Wildlife** – raising ambitions through a new Nature Recovery Plan, and supporting the new county-level Local Nature Recovery Strategies; investing directly in habitat restoration through the '*Tees-Swale: naturally connected*' programme, and the two quarry Natural Environment Funds (17.1-19.3).
8. Once approved, 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

9. The Action Plan for 2022-23 sets out an ambitious programme of investment in the future of the Yorkshire Dales National Park. Recent history emphasises that the Authority will need to remain flexible in its approach as events unfold over the coming months. Any proposals for significant changes to the Plan will, of course, be brought to Members for consideration.

Gary Smith
Deputy Chief Executive

11 May 2022

1	During Brexit transition, support farmers and landowners to continue to deliver a range of public benefits through national agri-environment scheme agreements and similar initiatives, including the Farming in Protected Landscapes programme.		
1.1	With Palladium run a Defra-funded test to look at how public and private payments for environmental outcomes could be combined as part of the forthcoming ELM programme.	Dec	
1.2	With the Dales Farmer Network, launch and support the farm and estate open day programme for 2022.	Dec	
1.3	Administer the <i>Farming in Protected Landscapes</i> grant programme, generating a range of good quality applications and agreements to spend the allocated £1.3 million.	Mar	
1.4	As part of the national ' <i>Our Upland Commons</i> ' project, run the year 2 programme of engagement and capital grant projects activity within the National Park, including restoration of historical sheep pens.	Mar	
1.5	As part of ' <i>Our Upland Commons</i> ' run a programme of activity to help farmers develop the skills to carry out assessments of habitat condition themselves.	Mar	
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.		
2.1	Produce the Dark Sky reserve annual report for the IDA	Jan	
2.2	Work with volunteers to undertake Dark Sky readings for the IDA report	Mar	
2.3	Administer grant scheme for 5 targeted lighting improvements (p)	Mar	
2.4	Offer 'a night under the stars' experience for people who wouldn't normally get the opportunity to experience the tranquillity of 'dark skies'	Mar	
2.5	Investigate what is required to install permanent dark sky reading apparatus	Mar	
3	Deliver co-ordinated programmes of activity that enhance the distinctive landscape, geology and cultural heritage of the 'Westmorland Dales' (by 2023).		
3.1	Complete the project ' <i>A Way Through</i> (from Roman Roads to M6)'	Sep	
3.2	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 (pp)	Sep	
3.3	With YDMT and partners, submit expression of interest to National Heritage Lottery Fund for the <i>Three Counties - Lune Valley</i> Scheme	Sep	

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3.4	Act as accountable body for the Westmorland Dales Landscape Scheme Partnership	Mar	
3.5	Produce leaflets to promote a further 4 cycle routes, 2 horse riding routes and 1 walking route	Mar	
3.6	Work with tourism businesses to deliver the 'distinctly Westmorland Dales' project	Mar	
3.7	Identify potential schemes for the Electricity Distribution Companies to put overhead power lines underground for the 2023-28 funding period	Mar	
4	By 2024, secure significant funding to repair, restore, and, where appropriate, find adaptive new uses for traditional field barns, particularly those in Swaledale, Arkengarthdale and Littondale.		
4.1	With funding from YDMT restore complete repair works to at least 3 further barns as part of the Swaledale and Arkengarthdale Barn Repair project	Mar	
4.2	Grant planning permission for at least 25 suitable barns to be appropriately converted to new uses	Mar	
4.3	Complete restoration works to at least 10 barns under the Natural England Barn Repair Grants Project	Mar	
5	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.		
5.1	Produce and adopt a detailed character appraisal for the Askrigg Conservation Area	Jun	
5.2	Re-launch and rename the former 'Out of Oblivion' website	Jul	
5.3	Explore funding solutions for Lammerside Castle (p)	Aug	
5.4	Implement repairs to Smardale Kilns (pp)	Sep	
5.5	Work with volunteers to carry out the Buildings At Risk condition survey	Oct	
5.6	As part of the 'Our Upland Commons' project, prepare the specification and let a contract to implement the Ingleborough caving archaeology project		
5.7	As part of the Westmorland Dales Landscape Partnership carry out walk over surveys, vegetation management, and test pitting on selected historical sites.	Mar	
5.8	Through Tees-Swale: naturally connected, support development of a programme of practical measures to help reduce pollution from lead-mining sites in Swaledale	Mar	
5.9	Restore and improve the flood resilience of Linton Clapper Bridge, so that it is no longer 'at risk'	Mar	

6	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.		
6.1	Complete a history of the Yorkshire Dales National Park Authority (p)	Aug	
6.2	Complete first phase of Lidar/photographic survey of the Westmorland Dales area and integrate into the HER	Nov	
6.3	Subject to external sponsorship, explore with Royal Museums Greenwich and the National Parks Partnership, hosting the Astronomer Photographer of the Year exhibition at DCM in 2023/24	Dec	
6.4	Undertake the second year of the <i>Dialect and Heritage</i> project with Leeds University (p)	Mar	
6.5	Develop a family-friendly offer at DCM to meet the criteria of the <i>Kids in Museums</i> manifesto	Mar	
6.6	Provide detailed historic environment advice to Natural England on 50 Countryside Stewardship applications	Mar	
6.7	Review the HER action plan and undertake the mid-cycle HER audit	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	Carry out engineering works to 1.5km of public rights of way, including 600m of new footpath at Tebay and 300m of access improvements at Hartlakes, Muker	Dec	
7.2	Repair 250m of previously engineered routes, including significant re-placement of the boardwalk at Humphrey Bottom on the 3 Peaks route.	Dec	
7.3	Conduct repair works across the National Park so that 89% of routes are 'easy to use'	Mar	
7.4	Maintain existing roadside signs so that the number of places where a right of way is signposted from a metalled road remains at 98%	Mar	
7.5	In conjunction with Natural England, complete a further 380m of surfacing works of the Sulber Nick footpath as part of the Ingleborough Access Project.	Mar	
7.6	Replace Eilers Bridge in Dent and repair six other bridges, including the re-decking of Ramps Holme and Linton Falls bridges and repairing the stepping stones at Slatestones, Wath	Mar	
7.7	Conduct enhancement works on 2 'promoted walks', as part of <i>Tees-Swale: Naturally Connected</i>	Mar	
7.8	Confirm a Permissive Path agreement at Crackpot, Swaledale and a footpath creation with the Lonsdale Estate, Tebay (p)	Mar	

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7.9	Assist NYCC in reinstating 2 bridges at Low Faggergill and Wood House Bridge, Arkengarthdale (p)	Mar	
7.10	Complete the replacement of two sets of stepping stones in Austwick and Horton in Ribblesdale (p)	Mar	
8	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.		
8.1	Deliver 8 'Go Wild' activities for families	Sep	
8.2	Launch a phenology citizen science project as part of <i>Look Wild</i> collaboration to engage people with the science of seasonal change.	Oct	
8.3	Through <i>Tees-Swale: Naturally Connected</i> , run 8 community events to engage people with the natural, cultural and built heritage of the area	Mar	
8.4	Work with creative institutions in Gipton and Harehills to develop an Arts Council application for funding for a project to use art to reflect and communicate lived experiences of visiting the Yorkshire Dales.	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	Carry out detailed surveys to identify a further 15km of routes that meet the <i>Miles without Stiles</i> criteria.	Mar	
9.2	Seek funding for the installation of a bridleway bridge at Cautley	Mar	
9.3	Install 'Changing Places' public toilet facilities at Hawes and Grassington	Mar	
10	By 2024 provide 5,000 people from under-represented groups with activity days that enable them to access the special qualities of the National Park, and increase their understanding, enjoyment, health and well-being.		
10.1	Produce an Evaluation Framework for measuring impact of YDNPA's education, engagement and youth volunteering activities, and baseline data for Gipton and Harehills	Apr	
10.2	Work with Peak District and North York Moors NPAs and Peak District Mosaic to run NHLF-funded training pilots to increase opportunities for people from BAME backgrounds to take part in recreational activity in the National Park, and develop next stage application.	Dec	
10.3	Work with activity partners to develop and submit a funding application to Sport England's <i>Together Fund</i> to give people experience, skills and choices to be active in the National Park	Dec	
10.4	Run 'recover and re-connect' activity days for people from groups under-represented in the National Park, including young people, BAME communities, people with health conditions and people on low incomes.	Mar	

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10.5	Work with outdoor providers to offer people the opportunity to improve their health and wellbeing by taking part in a recreational activity in the National Park.	Mar	
10.6	As part of <i>Tees-Swale: Naturally Connected</i> , deliver year 2 of the <i>Uplands for All</i> project, engaging young people with the natural heritage of the area through face-to-face and virtual activity.	Mar	
10.7	Subject to successful funding application through Upper Wharfedale School, run a pilot 'social prescribing' project connecting young people with the health and wellbeing benefits of the Park	Mar	
10.8	As part of <i>Our Upland Commons</i> , deliver John Muir Awards to 60 people from disadvantaged backgrounds	Mar	
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.		
11.1	Pilot an 'Ambassador School' programme with 5 schools to help them embed National Park outdoor learning and environmental education in their curriculum.	Sep	
11.2	Support at least 3 farms in the National Park applying for FiPL funding to enable them to deliver educational visits for schools and under-represented groups	Oct	
11.3	Run curriculum-linked educational activities for young people in formal education in the National Park and surrounding urban areas; reaching 5 additional schools in the National Park.	Mar	
11.4	As part of <i>Tees-Swale: Naturally Connected</i> run year 2 of the 'Uplands for Education' project, providing education activities for school children in Darlington, Northallerton and Bedale	Mar	
11.5	Embed Countryside Code messaging into education and engagement delivery with young people	Mar	
11.6	Support one farm in the National Park applying for FiPL funding to develop an interpretation plan	Mar	
12	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.		
12.1	Revise the volunteer competencies matrix to inform a training plan that ensures volunteers and volunteer supervisors are appropriately trained, skilled and supported to undertake their roles effectively	Dec	
12.2	Provide opportunity for volunteer days for young people (age 11–29) through Young Rangers and Upskill-Down Dale.	Mar	
12.3	Run 3 one-off practical conservation days to attract new people to volunteering in the National Park.	Mar	
12.4	Run 'Dales Action Days' to provide volunteering opportunities for people from under-represented groups	Mar	

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13	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.		
13.1	Promote the Three Peaks notification scheme for event organisers and Three Peaks walkers	Mar	
13.2	Promote the Three Peaks app	Mar	
14	Maintain 'green lanes' and, where appropriate, manage use by recreational motor vehicles, including enforcing any restrictions imposed by Traffic Regulation Orders.		
14.1	Replace information on 20 access boards for the access land at Bolton Abbey Estate (pp)	Jun	
14.2	Produce the 2021/22 Annual Report on 'green lane' usage and management	Jul	
14.3	Conduct a walk-over survey of Ravenstonedale Moor and Long Lane, Helwith green lanes	Jul	
14.4	Carry out a further 500m of flagging on Buckden Pike in conjunction with the National Trust	Dec	
14.5	Provide the secretariat for meetings of the Yorkshire Dales Access Forum	Mar	
14.6	In conjunction with North Yorkshire County Council continue to implement the programme of improvements to unsurfaced unclassified roads (UUR).	Mar	
14.7	Review the Green Lanes Management Framework	Mar	
15	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.		
15.1	With Natural England submit the C2C wider benefits report to the Secretary of State at Defra	Jun	
15.2	Implement the Pennine Way maintenance plan for 2022/23	Mar	
15.3	Implement the Pennine Bridleway Maintenance Plan for 2022/23	Mar	
15.4	Act as lead authority for the Pennine Way and Pennine Bridleway National Trails Partnership and administer the grant system	Mar	
16	Promote and encourage responsible cycling, enabling the development of two 'cycle hubs', and creating at least one further family-friendly cycling route by 2024.		
16.1	Carry out public consultation on the proposal for a traffic-free, multi-user route from Hawes to Garsdale, and determine whether to proceed with the development of the proposal.	Jun	
16.2	Promote opportunities for horse-riding in the National Park, through leaflets and on-line content such as film.	Mar	

17	30% of the priority habitats outside nationally-designated wildlife sites are in good condition by 2024;		
17.2	Let a contract to collate all YDNPA habitat condition data into a consistent format so that it can be made accessible to farmers and landowners through the 'Re-cover' webmap	Oct	
17.1	Through the Swinden Quarry Natural Environment Fund support a range of environmental enhancements in local areas affected by quarrying.	Mar	
18	Deliver a co-ordinated 5-year programme of investment to support nature recovery through <i>Tees-Swale: Naturally Connected</i>, and identify other potential landscape-scale 'nature recovery areas'.		
18.1	Complete year 2 of the Tees-Swale programme of habitat restoration, including the restoration of a further 16ha of species rich grassland and the management of 20ha of Rush (p)	Dec	
18.2	Through Tees-Swale: naturally connected, work with local farmers to create a further 35 ha of new native woodland in Swaledale (p)	Mar	
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 — for which the National Park is renowned.		
19.1	Publish a Nature Recovery Plan for the Dales, including a revised Priority Species list	Jul	
19.2	Support the development of a Local Nature Recovery Strategy for North Yorkshire and York	Mar	
19.3	Support the development of a Local Nature Recovery Strategy for Westmorland and Furness	Mar	
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.		
20.1	Support the work of the DVRN, Living Lune, Ribble Life, and Eden River Catchment Partnerships.	Mar	
20.2	Through Natural England's Catchment Sensitive Farming (CSF) Partnership run a programme of advice, training events and funding for farmers to reduce diffuse pollution in all catchments within the National Park.	Mar	
20.3	Through the CSF initiative provide advice and support to at least 80 farmers resulting in at least 30 Countryside Stewardship capital agreements to help reduce agriculturally sourced water and air pollution.	Mar	
20.4	Secure funding from the Environment Agency to carry out further research into the key contributory pollutants of the Semerwater Lake SSSI, as part of the <i>Keep Ure Rivers Cool</i> project.	Mar	
20.5	Support the work of the River Wharfe Partnership Board to improve the health of the river, including the designated bathing waters at Ilkley.	Mar	

21	Work with moorland managers and other key stakeholders to end illegal persecution of raptors, including independent and scientifically robust monitoring, and coordinated hen harrier nest and winter roost site protection.		
21.1	Co-ordinate the work of the local raptor working group and produce an annual report	Mar	
21.2	Through the local action group agree a coordinated programme of nest and roost monitoring led by NE	Mar	
22	Work with farmers and landowners to deliver landscape-scale natural flood management projects in the Aire, Eden, Ribble; Lune; Swale, Ure, and Wharfe catchments.		
22.1	Work with York City Council and North Yorkshire County Council to secure full financial approval from Defra's Innovative Flood and Coastal Resilience fund for a programme of NFM measures in the SUNO catchment (p)	Jun	
22.2	As part of 'Our Upland Commons', develop a natural flood management project on Brant Fell		
22.3	As part of the White Rose Forest identify 100 ha of land for woodland planting in the SUNO catchment	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.		
23.1	With the North Pennines AONB and YDMT launch the NLHF-funded <i>Heart of the Pennines Forest</i> project	Jul	
23.2	With YDMT establish a specialist tree nursery to supply native upland species for local woodland schemes.	Dec	
23.3	As part of the <i>Heart of the Pennines Forest</i> project initiate six new woodland schemes in the Cumbrian area of the park	Dec	
23.4	Using the Woodland Opportunities Map and supporting data, clearly define the optimum areas for new woodland and initiate a new landowner engagement strategy to target new planting in these areas.	Dec	
23.5	Create at least 80ha of new woodland through the Woodland Trust's <i>Grow Back Greener</i> programme, the Forestry Commission's England Woodland Creation Offer and Trees for Climate funding streams.	Mar	
23.6	Establish a programme to assess the feasibility of creating new woodland using private finance.	Mar	
23.7	Support development of at least two Woodland Creation Planning Grants for large scale new native woodland within the National Park.	Mar	
23.8	Plant at least 500 individual field trees across the park to pre-empt the loss of ash in the landscape through direct funding or encouraged via work of the wider Authority.	Mar	
24	Work with farmers and landowners to ensure that at least 70% of all woodland is in active management by 2024, including positive management of conifer plantations to increase suitable habitat for red squirrels and black grouse.		

24.1	With support from the Woodland Trust, prepare management plans to expand, enhance and/ or connect up to 25 ha of ancient semi-natural or riparian woodland.	Mar	
24.2	Support production of 3 woodland management agreements that are ineligible for mainstream funding. (p)	Mar	
25	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.		
25.1	Develop practical proposals for how the material from the housing design patterns project could be used to help increase and improve the supply of appropriate new housing under the new Local Plan.	Nov	
25.2	Grant permission for at least 85 new dwellings, including a significant proportion of affordable housing	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), including identifying measures to reduce the proportion of under-occupied properties.		
26.1	Produce a statement on housing, including a programme of measures to reduce the proportion of under-occupied properties.	Sep	
26.2	Support the 'Great Place: Lakes and Dales' programme of action using arts, heritage and culture to make the area more attractive to younger people as a place to live and work	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	Support 20 new local projects that bring economic, social and environmental benefits.	Mar	
28	Provide an efficient development management service, 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.		
28.1	Create a users' handbook for the Agile planning software system	Jul	
28.2	Activate the remaining elements of the Agile planning software system (p)	Aug	
28.3	Carry out a performance review of the core Development Management service in light of the switch to the Agile planning software system (p)	Nov	
28.4	Review and update the Enforcement Policy	Dec	
28.5	Review and update/replace the 'Development Management Charter'	Dec	
28.6	Determine at least 65% of 'minor' planning applications within 8 weeks or the time limit agreed with applicant	Mar	
28.7	Determine at least 80% of 'other' planning applications within 8 weeks or the time limit agreed with applicant	Mar	

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28.8	Resolve at least 75 enforcement cases	Mar	
29	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.		
29.1	Complete public consultation on the preferred options for the new Local Plan	Jul	
29.2	Publish the Annual Monitoring Report, analysing progress in implementing current Local Plan policies.	Jul	
29.3	Co-ordinate and publish the annual progress report on the 2019-24 National Park Management Plan	Jul	
29.4	Finalise the Landscape Sensitivity and Strategic Flood Risk Assessments for the new Local Plan	Sep	
29.5	Carry out a public consultation on preferred housing site allocations and revised development boundaries	Oct	
29.6	Hold the NPMP Annual Forum (p)	Nov	
29.7	Prepare the full draft Local Plan for publication	Mar	
30	By 2023 provide at least 20 apprenticeships that focus on the skills that are essential to maintaining the National Park's special qualities.		
30.1	Recruit a new farming trainee and an engagement trainee, through <i>Tees-Swale: Naturally Connected</i>	May	
30.2	Recruit a Wildlife apprentice and support existing apprentices in Communications and Development Management	Mar	
30.3	As part of the Westmorland Dales Landscape Partnership support 4 apprentices and a heritage trainee.	Mar	
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	Through food businesses and producers, run a festival based on locally distinctive cheese and other produce.	Oct	
31.3	Work with North York Moors NPA to run a Dark Skies festival and facilitate local businesses to run events	Feb	
31.4	Deliver a training/networking event for tourism businesses which focuses on NP special qualities	Mar	
32	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.		
32.1	Undertake the 5-yearly customer survey to better understand motivations for visiting and experience	Oct	

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32.2	Review the Authority's main website to improve the user experience, and rationalise or integrate into the main website the content of other semi-dormant websites currently hosting NPA content	Dec	
32.3	Publish and distribute 125,000 copies of 'The Visitor 2023' as the official guide to the National Park	Feb	
32.4	Use experience of joint Dark Skies event with Settle Carlisle Development Company to develop a new National Park Experience based on promotion of Dales Heritage Railways alongside the Settle Carlisle line	Mar	
32.5	Provide secretariat for two meetings of the Yorkshire Dales Tourism Partnership	Mar	
33	Promote the 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.		
33.1	Roll out the new 'visitor hub' signage to Aysgarth	Jul	
33.2	Use 'Meet and Greet' volunteers to enhance the visitor welcome at Aysgarth Falls and Malham visitor centres	Oct	
33.3	Conduct survey to ascertain visitors' increase in their understanding and enjoyment as a result of visiting a National Park Visitor Centre	Dec	
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	Produce a detailed Action Plan to help achieve the Authority's objectives in 2022/23	May	
34.2	Publish a detailed assessment of the Authority's performance in 2021/22	Jul	
34.3	Review the effectiveness of the Authority's income generation strategy and produce an updated strategy	Dec	
34.4	Carry out review to deal with projected budget shortfalls from 2023/24 onwards	Feb	
34.5	Produce the 3-year Medium Term Financial Strategy for 2023/24 to 2025/26	Feb	
34.6	Organise and monitor loan arrangements that support programme delivery, including the Lune Rivers Trust and Broadband for the rural North	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	Undertake the annual assessment against the CSE standard	Sep	
35.2	Publish and distribute two editions of the 'Dales' newspaper to all properties in the National Park (June & Dec)	Feb	

36	Operate governance arrangements that are fit for purpose, as reported through the Annual Governance Statement and the Annual Governance Report.		
36.1	Review and update the Anti-Fraud and Corruption Policy	Sep	
36.2	Revise the Treasury Management Strategy in line with CIPFA's new Prudential Code and Treasury Management regulations	Oct	
36.3	Finalise the arrangements for the YDNPA's contractual relationship with NPPL in order to implement the decision of the NPA from December 2021.	Oct	
36.4	Complete the Annual Governance Report	Nov	
36.5	Produce the Statutory Accounts for 2021/22, and achieve an unqualified external audit opinion	Nov	
36.6	Review and update 'Guidance to staff on declaring personal interests / managing potential conflicts, offers of gifts and hospitality, and carrying out work outside your contract of employment'	Dec	
36.7	Undertake the procurement of the Authority's next external audit contract	Dec	
36.8	Review the Confidential Reporting Policy	Mar	
36.9	Publish the Annual Governance Statement	Mar	
36.10	Create and develop the necessary relationships with the new Unitary Authorities to ensure that the NPA is best placed to deliver its own objectives, and contribute to the partner objectives where appropriate.	Mar	
36.11	Engage with Defra on the new Governance arrangements as they affect the Yorkshire Dales NPA and agree timetable for full implementation.	Mar	
37	Ensure that we have HR 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	Organise a programme of corporate training for staff	May	
37.2	Review the effectiveness of the blended working arrangements	Nov	
37.3	Review and update HR policies/procedures, including Sickness Absence, Home-working and Recruitment	Mar	
37.4	Develop and implement an action plan following recommendations from the IIP assessment	Mar	

Draft Action Plan 2022-23

38	Provide facilities and IT systems that are fit for purpose and support the 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	Investigate and implement a solution to weatherproof the roof at Yoredale	Sep	
38.2	Refurbish public toilets at Hawes, Horton and Malham	Feb	
38.3	Implement further MS365 functions to facilitate more 'agile' working – including Teams training, replacement of old PCs, starting the move to Sharepoint/cloud, and investigating telephony options through MS365.	Mar	
38.4	Review and revise the 5-year IT Strategy (p)	Mar	
38.5	Carry out a review of the implementation of MS365	Mar	
38.6	Repair roof at Malham NPC	Mar	
38.7	Improve workshop facilities and staff parking at Stonedykes or Craven Lime Works (ppp)	Mar	
39	By 2030, reduce greenhouse gas emissions from our operations by at least 95% compared to 2005/06, and achieve annual carbon savings from woodland planting that we have funded of at least 30 times our residual annual emissions.		
39.1	Review volunteers' mileage claims and current expenses policy to identify options to reduce carbon produced but maintain number of volunteering days.	Nov	
39.2	Prepare and research the potential move to an electric fleet in 2023/23 and EV facilities required	Mar	
39.3	Monitor and manage fleet mileage, in relation to larger CO ₂ vehicles with a view to creating reductions	Mar	
39.4	Examine Rangers Service use of materials, so as to reduce use of materials with high environmental cost; source products and supply chains that are more sustainable; further improve re-use and recycling	Mar	
39.5	Carry out a light touch 'carbon audit' of Authority landholdings to increase sequestration.	Mar	