

Date: 29 May 2007

Report: **BEST VALUE PERFORMANCE PLAN 2006/07:
END OF YEAR PROGRESS REPORT ON OBJECTIVES AND ACTIONS**

Purpose of the report

1. To provide Members with an overall assessment of the Authority's performance in relation to the objectives and actions set out in the Best Value Performance Plan 2006/07.

Strategic Planning Framework

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

- **Best Value Performance Plan objectives**

Plan and manage all aspects of the Authority's business so as to make the most effective use of our resources...

Background

3. Each year the Authority produces its Best Value Performance Plan, setting out the things it is hoping to achieve over the coming 12 months. These fall into three main categories, all of which are (or should be) interlinked:
 - **objectives** – the major things we want to achieve over the next few years
 - **performance indicators (PIs)** – measuring progress towards our objectives
 - **actions** – specific things we are going to do to help achieve our objectives
4. One of the key recommendations from the National Park Authorities' Performance Assessment (NPAPA) was to strengthen the role of the Audit and Review Committee, particularly in relation to performance management. As a result, the Committee is now responsible for the "introduction, implementation and monitoring of the National Park Authority's Performance Assessments and Best Value Performance Plans".
5. The Audit and Review Committee receives:
 - quarterly reports on progress on the Best Value action plan;
 - half yearly reports on the Best Value performance indicators;

- a detailed end of year report setting out progress on Best Value objectives, actions and performance indicators.
6. The information in the end of year report is used by the Committee to set up detailed reviews of areas of work that it identified as having scope for improved performance.
7. With this enhanced role, the Authority would normally only receive an annual overall progress report on the BV objectives –showing progress at a more strategic level. However, as the next meeting of the Audit and Review Committee is not until August, a copy of the BV action plan has also been included here for information.

Review of performance 2006/07

8. At the start of 2006/07, the Authority had:
- 49 specific Best Value objectives;
 - 94 'strategic' Best Value actions, sub-divided into 247 detailed actions.

Objectives

9. The table at **Annex A** gives a brief assessment of progress on the objectives during 2006/07, as follows:
- ☑ = achieved
 - ✓ = on course
 - × = not achieved/on course
10. Overall, the Authority achieved 20 (69%) of the 29 objectives that were due for completion in 2006/07. High priority ('A') objectives that were achieved include:
- completing the 5-year habitat survey across the whole Park;
 - setting up volunteer groups to look after 5 local nature reserves;
 - supporting projects through the Sustainable Development Fund;
 - achieving government targets for dealing with planning applications within 8 weeks;
 - improving the quality of public rights of way;
 - increasing the number of people using our websites to access information.
11. Three high priority objectives, were not achieved (albeit narrowly):
- decisions in line with development plan policies (99% against target of 100%);
 - customer satisfaction with development control service (86% compared to target of 90%);
 - rights of way signposted (94% compared to target of 95%)
11. Other objectives that were not achieved were in relation to:
- restoration of field barns;

- completion of *Public Spaces, Private Places* project;
- satisfaction with the Authority's 'promoting understanding' services
- national awareness of the Yorkshire Dales National Park;
- income generation from, and customer satisfaction with, car parks;
- re-accreditation for *Investors in People*.

11. Of the remaining 20 objectives, 15 (75%) remain on course. The six areas where the achievement of current objectives is doubtful or where objectives have already been revised by Members are:

Programmes where we will maintain a good level of service and/or make steady improvements

- digitising the Definitive Map
- increasing awareness of the National Park in Teeside and York
- increasing visitor awareness of the special qualities of the National Park
- increasing residents' awareness of the special qualities of the National Park

Programmes where progress will be limited and/or dependent on external funding

- developing landscape character guidelines
- effectiveness of National Park Centres

Actions

12. Overall, of the 247 Best Value actions for the year:

215	87%	have been achieved
29	12%	have been postponed until 2007/08
3	1%	have been cancelled

13. The table at **Annex B** shows a summary of progress broken down by 'functional heading'.
14. The table at **Annex C** shows details of progress on every action. For any actions that have been postponed or cancelled, an explanation is provided in a footnote.
15. The 29 actions postponed from 2006/07 have all been included in the revised Best Value action plan for 2007/08, which is also on the agenda for this meeting.

CONCLUSION

16. A full assessment of the Authority's performance depends on looking at the whole picture. That means current and past performance on the objectives, actions and

performance indicators, as well as other external assessments such as annual audit letter and audit report. The need for action to tackle apparent areas of weakness can only be assessed by digging behind the headlines, something the Audit and Review Committee will do at its next meeting in August.

17. With those caveats, the overall picture is one of reasonably good progress. 87% of the Best Value actions were achieved – the highest level since Best Value was introduced 7 years ago. The Authority thus comfortably exceeded its overall objective of achieving at least 80% of the actions set out in the Plan.
18. Although performance on the objectives does not look quite so impressive – with 71% achieved or on course – the picture is distorted a little by three objectives that were missed by very small margins and a further two that are dependent on completion of a national survey that has been put back. The bare figures also mask a number of significant improvements to the Authority's performance (not least on dealing with planning applications).
19. The information in this report, together with performance indicator data and comparison with other national park authorities will be considered by the Audit and Review Committee on 3 August. The Committee will identify up to two areas of the Authority's work that will be the subject of 'performance improvement reviews' in 2007/08.

RECOMMENDATION

20. That Members note the Authority's performance in relation to its objectives and actions in 2006/07.

Gary Smith
Head of Conservation and Policy

21 May 2007

BVPP 2006/07 – ‘REVIEW OF OBJECTIVES’

☑ = achieved ✓ = on course ✗ = not achieved or on course

Objective	Progress	Comment	Changes to objective
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‘A’ PROGRAMMES

1	Complete a National Park-wide survey of the extent and condition of important habitats by December 2006	☑	Final part of survey – in Richmondshire – completed in November 2006.	Replaced by new objective to assess condition of ancient woodland (which was excluded from original survey). [NC6]
2	Respond to 90% of nature conservation consultations within the agreed period by 2008	✓	94% of nature conservation consultations completed within the agreed period (<i>improved from 77% in 2005/06</i>)	Continued
3	Increasing the involvement of local communities in conservation and management activities by establishing and/or supporting a network of at least five sites managed by community or volunteer groups by March 2007	☑	Five sites now established.	Replaced by new objective to identify and put in place a range of initiatives that would enable visitors and local people to get actively involved in the implementation of the Local Biodiversity Action Plan by 2010 [NC8].
4	Determine 100% of applications in line with adopted Development Plan policies	✗	We determined 99% of applications in line with adopted Development Plan policies	Continued
5	At least 60% of new homes are provided on previously developed land each year	☑	75% for 2006/07	Continued
6	No more than 35% of appeals allowed following refusal of a planning application	☑	11% (<i>improved from 50% in 2005/06</i>)	Continued
7	65% of ‘minor’ and 80% of ‘other’ planning applications are being determined within eight weeks by March 2007	☑	78% and 89% achieved respectively (<i>improved from 59% and 72% in 2005/06</i>)	Continued as an ongoing annual objective.
8	At least 98% of standard decision notices are issued within two days of decisions	☑	98% achieved (<i>improved from 94% in 2005/06</i>)	Removed
9	Provide a helpful and responsive service, which meets 83% of the Office of the Deputy Prime Minister (ODPM) ‘Quality of Service Checklist’ criteria by March 2007, so that at least 90% of applicants are satisfied with the service provided	✗	Achieved 83% of checklist (<i>improved from 78% in 2005/06</i>) However, 86% of applicants were satisfied with the service (<i>down from 87% in last survey in 2003</i>)	Replaced by lower objective to continue at current level of quality of service, and achieve 88% customer satisfaction by 2010.

	Objective	Progress	Comment	Changes to objective
10	Providing an enforcement service that minimises environmental harm by regularising 60% of cases within 16 weeks by March 2007	☑	65% achieved in 2006/07 (improved from 55% in 2005/06)	Continued as an annual target.
11	Influence farming and land management practices so as to increase the area of the National Park in 'good conservation management' to 120,000ha (68%) by 2007	☑	132,000 ha (improved from 123,000 ha in 2005/06)	Replaced by new objective set to get 80% of the Park into some form of conservation agreement by 2010 [L2].
12	Improve the network of public rights of way so that 75% are 'easy to use' and 95% are signposted where they leave a road by 2006/07	✗	83% and 94% respectively (down from 86% and 97% in 2005/06)	Replaced by higher objective to get 90% of routes 'easy to use' by 2010 [AR1]
13	Contribute to the production and implementation of a Rights of Way Improvement Plan (ROWIP) for the Dales by 2007	✓	Draft Rights of Way Improvement Plan for North Yorkshire is out for consultation and Cumbria's has completed consultation.	Continued
14	Put in place management plans for 75% of sensitive routes by 2008.	✓	Green Lanes Advisory Group established and provided recommendations to Access Committee. Awaiting NERC regulations before finalising management plans.	Continued
15	Promote 'sustainable development' within the National Park as the basis for the long-term social and economic well-being of local communities including funding at least 15 innovative local initiatives each year that bring economic, social and environmental benefits	☑	22 projects funded.	Continued
16	At least 700,000 people are using the Authority's 'promoting understanding' services and website by March 2007.	☑	843,433 (improved from 764,000 in 2005/06).	Removed

'B' PROGRAMMES

17	Work with our partners to ensure that we have up-to-date (i.e. less than five years old) information on the condition of all the designated historic features within the National Park, and make that information widely available	☑	One fifth of Listed Buildings surveyed last year. Scheduled monuments all surveyed in 2004/05.	Continued
18	Prepare management prescriptions for 40 Scheduled Ancient Monuments and bring at least 10 into appropriate management by March 2008	✓	25 management proposals prepared so far and 4 brought into appropriate management	Continued

	Objective	Progress	Comment	Changes to objective
19	Advise and assist in the restoration of 80 traditional field barns	✗	Total of 73 achieved. Shortfall due to funding cutbacks on ESA capital works in 2006/07	Replaced by lower objective to restore a further 60 barns by 2010.
20	Ensuring that no more than 5% of open access land is subject to long-term restrictions	☑	Less than 1% subject to long-term restrictions	Continued
21	Provide individuals and groups of people from all backgrounds with the opportunity to make a difference to the long-term conservation, enhancement and enjoyment of the National Park by providing 4,500 volunteer days per year by 2007/08	✓	4,942 volunteer days (<i>improved from 4,813 in 2005/06</i>)	Replaced by higher objective to have 5,000 volunteer days by 2009.
22	Increase the percentage of residents in Keighley and Bradford urban areas who are aware of the Yorkshire Dales National Park from 25% in 2005 to 30% by 2010	✓	Interim surveys suggest objective on course.	Continued
23	Increase the percentage of residents in Keighley and Bradford Asian communities who are aware of the Yorkshire Dales National Park from 8% in 2005 to 13% by 2010	✓	Interim surveys suggest objective on course	Continued
24	Increase the percentage of residents of Vale of York and Teesside who are aware of the Yorkshire Dales National Park from 34% in 2003 to 39% by 2009	✗	Joint partner (NYMNPA) pulled out of project.	Removed
25	Increase percentage of tourism providers who are offering a 'sustainable tourism product' from 25% (2005) to 50% by 2010	✓	Working with the new Tourism Partnership to deliver this objective	Continued
26	Doubling the area of broadleaved woodland from 1.6% of the National Park in 1995 to 3.2% of the National Park by 2020	✓	Target has been achieved this year and YDMT has secured funding for 2007/08. However, it will be crucial to find further funding to maintain progress after 2008	Continued

'C' PROGRAMMES

27	Take action to save 10 'at risk' listed buildings or features by March 2007	☑	11 saved (6 listed buildings and 5 listed milestones).	Replaced by higher objective set to rescue further 20 'at risk' listed buildings by 2010 [HE4]
28	Complete the 'Public Spaces, Private Places' project, producing character statements, conservation action plans and interpretation for 17 villages by December 2006	✗	Character statements and interpretation completed. Project has finished without producing action plans, following concerns expressed by local communities.	Replaced by new objective to work with communities to produce management plans for 12 existing Conservation Areas by 2010 [HE9]

	Objective	Progress	Comment	Changes to objective
29	Continue to review and update the Definitive Map, producing a fully digitised version by 2010.	✗	Richmondshire map has been digitised but progress has slipped slightly because of technical problems with GIS.	Put back to 2011 [AR3]
30	Develop and publish landscape character guidelines by December 2007	✗	Process to appoint Landscape Officer in place but may only have produced draft guidelines by current objective end date.	Continued
31	Ensure that there are up-to-date (i.e. less than five years old) local development plans covering the National Park, which properly reflect National Park purposes and provide a clear and consistent framework for planning decisions	☑	Local Plan adopted April 2006	Continued
32	Increase the numbers of people who access information through National Park Centres to 670,000 by March 2008	✓	687,397 people using National Park Centres in 2006/07.	Continued
33	85% of users are satisfied with the Authority's 'Promoting Understanding' services by March 2007	✗	76% of users satisfied (down from 85% in 2005/06) Low returns from media users affected results	Put back to end of 2007
34	The four flagship National Park Centres have an average effectiveness rating of 90% by 2008	✗	86% (down from 88% in 2005/06)	Continued
35	The Yorkshire Dales National Park profile throughout England and Wales, rises from 7% in 2001 to 10% by March 2007	✗	Interim report in 2004 showed 10.4% could identify Yorkshire Dales as a National Park but national survey that will provide definitive evidence has been put back to 2008.	Put back to 2008.
36	90% of visitors are aware that they are in a National Park and at least 50% have an understanding of National Park purposes and/or special qualities by December 2007	✗	Still expect to achieve the targets but national survey that will provide definitive evidence has been put back to 2008.	Put back to 2008
37	All residents are aware of the National Park, 80% are aware of the Authority, and at least 70% have an understanding of National Park purposes and/or special qualities by December 2009	✓	Interim surveys have confirmed on target to achieve this objective.	Continued

'D' PROGRAMMES

38	To optimise annual income generation from car parks and toilets provided by the Authority and maintain customer satisfaction level year on year at 80% of users rating them satisfactory or above.	✗	Income around £20,000 below optimum target set at start of year. Customer satisfaction survey not carried out.	Continued
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	Objective	Progress	Comment	Changes to objective
39	Increase the number of education service users to over 5,000 by December 2008	✓	4,879 users in 2006/07	Continued
40	Review and update the National Park Management Plan by August 2006	☑	Timetable slipped but NPMP still published in 2006/07	Removed

'E' PROGRAMMES

41	Work with the Countryside Agency to open the Pennine Bridleway through the Dales by 2009	✓	Progress being made with 71% open.	Continued
42	Produce a sub-regional cycling strategy by December 2006	☑	Strategy finalised in June 2006.	Replaced by new objective to assist in implementing the strategy
43	Contribute to the production of the County Councils' Local Transport Plans by March 2007	☑	Cumbria and North Yorkshire Local Transport Plans produced in 2006.	Removed
44	Provide three placements each year through the Dales Apprenticeship Scheme in partnership with the Yorkshire Dales Millennium Trust and Craven College	☑	3 apprenticeship placements plus 2 specialist student placements.	Continued

CORE SERVICES

45	Achieve at least 80% of the actions identified in the Best Value Performance Plan (BVPP) each year	☑	88% achieved (improved from 83% in 2005/06)	Continued
46	Achieve the revised 'Investors in People' (IiP) standard by March 2007	✗	Postponed to enable the management development training programme to take place.	Put back to December 2007
47	Re-organise the Grassington office by September 2006	☑	Works completed	Removed
48	Pay 100% of invoices within 28 days by 2008	✓	97% (improved from 93% from 2005/06)	Continued
49	Achieve Level 3 of the 'Equality Standard' by 2008	✓	Adopted comprehensive equality policy in February 2007.	Continued

Best Value Action Plan 2005/06
Summary of Performance by 'Functional Heading'

	No.	%
Conservation of the Natural Environment	30	
Achieved	23	77%
Postponed	6	20%
Cancelled	1	3%
Conservation of the Cultural Heritage	25	
Achieved	23	92%
Postponed	2	8%
Recreation Management	54	
Achieved	46	85%
Postponed	8	15%
Promoting Understanding	50	
Achieved	45	90%
Postponed	4	8%
Cancelled	1	2%
Development Control	31	
Achieved	30	97%
Postponed	1	3%
Forward Planning	19	
Achieved	13	69%
Postponed	5	26%
Cancelled	1	5%
Corporate and Democratic Functions	37	
Achieved	34	92%
Postponed	3	8%

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4

CONSERVATION OF NATURAL ENVIRONMENT

TT	1.	Complete final phase of the survey of important habitats in the Richmondshire area of the Park	Dec	On course	On course	Achieved	-
TT	2.	Continue implementation of Species Action Plans (SAPs) including: a) deliver the 'Aren't Birds Brilliant' peregrine viewing scheme at Malham Cove in partnership with the RSPB b) promote single species visitor surveys of Green Hairstreak and Common Blue butterflies c) continue work with local conservation groups and others to carry out annual monitoring of eight key SAP species, including Black Grouse, Hen Harrier, and Northern Brown Argus d) continue work on red squirrel distribution with partner organisations and implement the generic guidance for red squirrel refuge areas e) work with Leeds University on Year 1 of a research project to determine the relationship between breeding wader populations and productivity and habitat quality	Jul	Achieved	-	-	-
			Aug	Achieved	-	-	-
			Sep	On course	Achieved	-	-
			Mar	On course	On course	On course	Achieved
			Mar	On course	On course	On course	Achieved
TT	3.	Work with English Nature and NPAs to improve biodiversity monitoring and action: a) support <i>Nature in the Dales</i> Biodiversity Forum conference b) develop the 'Special Sites' & 'Best Places to see' pages of the biodiversity section of the website c) produce two 'Habitat Information' booklets d) produce a report on the state of biodiversity in the National Park e) complete <i>Nature in the Dales</i> Annual Report f) complete work on updating the national Biodiversity Action Reporting System by including status and trend information	Oct	On course	Achieved	-	-
			Feb	N/C	Rescheduled	Postponed ²	-
			Dec	N/C	Cancelled ¹	-	-
			Mar	N/C	N/C	N/C	Postponed ³
			Mar	N/C	N/C	N/C	Postponed ⁴
			Mar	On course	On course	On course	Postponed ⁵

¹ Problems with the proposed publisher means there is no outlet for these publications this year. Habitat information will be reconsidered in 2007/08
² Still completing the species and habitat pages of the website and officer responsible was also seconded to co-ordinate the Limestone Country project repeat condition survey. This work will be now be completed by March 2008.
³ A draft has been produced but completion dependent on further consultation with expert naturalists and digitisation of habitat data collected in 2006. Final report will now be published by December 2007
⁴ Completion delayed slightly. Due for completion by end May 2007
⁵ Dependent on Action 3d) . Planned for completion by March 2008.

Best Value Action Plan 2006-07

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		g) create a digital biodiversity map of the Dales	Mar	On course	On course	On course	Postponed ⁶
LW	4.	Complete all aspects of the Limestone Country Project:					
		a) support the launch of the Limestone Country brand and marketing campaign	Apr	Achieved	-	-	-
		b) identify how the Limestone Country Project (or other similar conservation grazing scheme) could continue beyond the end of the existing funding period	Jan	On course	Rescheduled	Achieved	-
		c) produce four newsletters promoting the scheme	Mar	On course	Achieved	-	-
		d) complete data collection and research and publicise the results	Mar	On course	On course	On course	Achieved
AJS	5.	Work with 'Natural England' to deliver agri-environment schemes in the Park:					
		a) work with partners to establish the Authority as a 'first-stop shop' for agri-environment advice within the Park	Jan	On course	Rescheduled	On course	Achieved
		b) advise and assist with new Environmental Stewardship (higher level scheme) agreements bringing at least 1,000 ha of the Park into good conservation management	Mar	On course	On course	On course	Achieved
		c) compile at least 25 Farm Environment Plans to assist farmers to enter HLS	Mar	On course	On course	On course	Achieved
		d) carry out 'care and maintenance' visits for 20 farms in existing agri-environment agreements	Mar	On course	On course	On course	Achieved
TT	6.	Work with North Pennines AONB, English Nature, FWAG, Flora Locale & YDMT to implement year 1 of the 'Hay Time' Project	Mar	On course	On course	On course	Achieved
TT	7.	Complete Year 1 of research work with University College, Chester to classify limestone pavement in order to develop more specific management objectives	Mar	On course	On course	On course	Achieved
GG	8.	Increase the area of native woodland by working with the Yorkshire Dales Millennium Trust and the Forestry Commission fund the planting of 80 ha of new native woodland	Mar	On course	On course	Revised	Achieved
GG	9.	Review and re-negotiate 5 Woodland Management Agreements	Mar	N/C	On course	On course	Achieved
GG	10.	Support economic opportunities based on sustainable use of woodlands within the Park:					
		a) continue to support Yorwoods' work to develop economic woodland initiatives in North Yorkshire	Mar	On course	On course	On course	Achieved
		b) support development of timber processing and training activities at Gayle Mill	Mar	On course	On course	On course	Achieved
GG	11.	Publish the revised Dales Woodland Strategy	Feb	Rescheduled	Rescheduled	On course	Postponed ⁷
TT	12.	Develop the involvement of local management & monitoring groups for the Craven, Richmondshire & South Lakeland LNRs, ensuring management plans are	Mar	On course	On course	On course	Achieved

⁶ Delayed due to higher than anticipated workload on Farm Environment Plans. Now due for completion by October 2007

⁷ The Dales Woodland Strategy has been completed and will be presented to the May meeting of the National Park Authority and published in June 2007.

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		in place for all Authority-owned local nature reserves					

CONSERVATION OF THE BUILT ENVIRONMENT

MS	13.	Develop the Authority’s Conservation Area programme: a) adopt a Conservation Area Strategy, including targets for Conservation Area Appraisals and Management Plans b) update the Character Statements for four existing Conservation Areas	Oct Mar	On course On course	Postponed ⁸ On course	- On course	- Achieved
MS	14.	Survey one fifth of the Listed Buildings in the Park to identify those ‘at risk’	Mar	On course	On course	On course	Achieved
RFW	15.	Extend the Monuments at Risk survey to include 200 non-scheduled monuments	Mar	On course	On course	On course	Achieved
RFW	16.	Carry out archaeological field survey over 1,000 ha and incorporate results into the Historic Environment Record	Mar	On course	Achieved	-	-
RFW	17.	Work with North Yorkshire County Council to complete the historic landscape characterisation across the whole of the Park.	Mar	On course	On course	Rescheduled	Achieved
RFW	18.	Work with English Heritage to deliver a Historic Land Management Characterisation pilot project in Swaledale	Feb	On course	On course	Rescheduled	Achieved
RFW	19.	Support research to increase understanding of aspects of the historic environment, including: a) prehistoric use of caves b) early land use in Wharfedale	Nov Jan	On course Achieved	On course -	Achieved -	- -
MS	20.	Increase accessibility of historic environment information: a) make village interpretation available through the website b) develop new thematic pages for ‘Out of Oblivion’ website c) create/update 1000 ‘new’ Historic Environment Record records d) transfer at least 20% of HER supporting data to electronic format and reduce paper content by 10%	Apr Mar Mar Mar	Achieved N/C On course N/C	- On course On course On course	- On course On course On course	- Achieved Achieved Achieved
RFW	21.	Carry out a series of events to promote awareness and understanding of the historic environment including: a) run an historic environment day school b) run an historic building education day	Apr Mar	Achieved On course	- Rescheduled	- Rescheduled	- Achieved
MS	22.	Work with DEFRA’s Rural Development Service to provide advice on the restoration of 16 traditional field barns	Mar	On course	Revised	Achieved	-
MS	23.	a) Complete a sample survey of the condition of field barns.	Mar	On course	Revised	On course	Achieved

⁸ Further work on the PSCP project meant that a new Conservation Area strategy could not be developed. Proposals will come to the Authority in September 2007.

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		b) Work with English Heritage and RDS to complete research into the social and economic benefits of traditional farm building and wall repairs in the Yorkshire Dales National Park	Mar	On course	On course	Achieved	-
MS	24.	Reduce the number of listed buildings/features 'at risk': a) work with North Yorkshire and Cumbria County Council to restore 12 milestones, including 5 that are listed and 'at risk'	Mar	On course	On course	Rescheduled	Achieved
		b) take action to remove two listed buildings from the 'At Risk' Register	Mar	On course	On course	On course	Achieved
RFW	25.	Develop and implement a programme of practical conservation work on monuments, identified by the Monuments at Risk survey including: a) prepare management prescriptions for 15 Scheduled Monuments b) bring at least 5 monuments into appropriate management, including Ingleborough hillfort, Ribbleshead construction camps and Kettlewell Smelt Mill	Mar Mar	On course On course	On course On course	On course On course	Achieved Achieved
RFW	26.	Assist in the launch of the draft Local Geodiversity Action Plan and raise wider awareness of geo-diversity issues	Aug	Achieved	-	-	-
MS	27.	a) Produce 17 village action plans for public consultation b) Produce two management plans for existing Conservation Areas	Sep Mar	Rescheduled On course	Achieved On course	- Postponed ⁹	- -

RECREATION MANAGEMENT

KB	28.	Produce annual report outlining progress in achieving outcomes identified in the Integrated Access Strategy	Feb	On course	On course	On course	Achieved
KB	29.	Create an accurate baseline of PROW use and condition that will help monitor the implementation of the Integrated Access Strategy and Rights of Way maintenance plan including: a) review application of the ease of use methodology in the National Park b) put in place 2 cycle counters to monitor the Yorkshire Dales Cycleway c) With the Countryside Agency's support, produce a baseline perception survey for the PBW d) review PROW targets in relation to information collected through the monitoring programme e) monitor condition and use of 20 'green lanes'	May Mar Nov Jan Mar	Achieved Rescheduled On course On course On course	- On course Achieved On course On course	- - Achieved - Achieved On course	- - - - Achieved
AH	30.	Implement the maintenance plan through a continuing programme of works to maintain and improve rights of way:					

⁹ Delayed by difficulties relating to the Private Spaces, Public Places project. First two management plans now due for completion by January 2008.

Best Value Action Plan 2006-07

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		a) develop a suite of local performance indicators to measure the condition of public rights of way infrastructure (stiles, gates, river crossings etc) b) set targets and report progress on PROW indicators in the 2 nd and 3 rd quarter c) work with the County Councils to produce a Rights of Way Improvement Plan for the Dales d) produce an annual report outlining progress and outcomes e) carry out programme of works to improve the network of public rights of way so that 75% are 'easy to use' and 95% are signposted where they leave a road	Jul Sep Mar Mar	Achieved On course Rescheduled On course On course	- Achieved On course On course On course	- - On course On course Achieved	- - Achieved Achieved Postponed ¹⁰
KB	31.	Develop recreational opportunities: a) seek the LAF's advice on how the recreational charter should be publicised, and how participation in recreational activities can be increased b) complete the audit of recreation activities by identifying where different recreation activities take place in the National Park	Jan Mar	Rescheduled On course	Rescheduled On course	Postponed ¹¹ Rescheduled	- Achieved
AH	32.	Implement CRoW Act Part 1 (open access): a) seek the LAF's advice in producing a comprehensive 'open access' management plan b) review the agreement with the Countryside Agency with regard to use of the open access contact centre c) continue to monitor the use of open access land, particularly in relation to areas of SSSI's through the Ranger Service and Dales Volunteers d) continue to identify and enhance 'open access' opportunities through the provision of 40 new crossing points e) produce two newsletters for all land managers about recreation and 'open access' issues f) manage the restrictions process to determine 90% of applications for restrictions and exclusions within the designated period	Aug Dec Mar Mar Mar Mar	Achieved On course On course On course On course On course	- Achieved On course On course On course On course	- - On course On course On course On course	- - Achieved Achieved Postponed ¹² Achieved
KB	33.	Support the work of the Local Access Forum, by helping them to implement their annual action plan, where appropriate	Mar	On course	On course	On course	Achieved
GE	34.	Continue programme of work to implement the Pennine Bridleway: a) produce a 5 year maintenance plan for open sections of the PBW route and maintain engineered sections of the Pennine Bridleway in condition 1	Dec	Rescheduled	Postponed ¹⁴	-	-

¹⁰ Work programme was fully implemented but final survey showed that only 94% of routes were actually signposted (rather than expected 95%)

¹¹ Other issues prevented consideration by YDLAF. Now due to be completed by March 2008.

¹² Only one produced . Second will be produced in October 2007

Best Value Action Plan 2006-07

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		b) seal legal Creation agreements for Selside and Newby Head c) produce designs, plans and permissions for new bridge at Selside d) Edge Lane project e) Mitchell Lane project f) Little Stainforth project g) Stainforth Alternative route	Mar Sep Mar Mar Mar Mar	Rescheduled Postponed ¹³ On course On course On course On course	Revised - On course On course On course Postponed ¹⁵	Revised - Achieved Achieved Achieved -	Achieved - - - - -
KB	35.	Provide more opportunities for 'Access for All': a) complete the 'Access for All' audit for the National Park and publish the results b) publish and publicise a Good Practice Guide for Businesses in relation to the DDA and economic opportunities c) undertake works to make 1.5 km of public rights of way accessible by wheelchair d) undertake works to make 3 km of public rights of way accessible to those with limited mobility	Mar Jun Mar Mar	Rescheduled Achieved On course On course	On course - On course On course	On course - Achieved Achieved	Achieved - - -
JA	36.	Further the Authority's aims in managing the use of sensitive routes by recreational vehicles: a) produce a plan for managing the use of green lanes including how the Authority will engage with users, County Councils and the use of traffic regulation orders b) publish a leaflet on the website to inform users about the new legislation and their responsibilities c) seek permanent Traffic Regulation Orders on the four routes originally covered by experimental orders d) identify sensitive routes and appropriate management techniques e) clearly sign all bridleways that do not have vehicular rights	Jun Mar Sep Nov Mar	Achieved Rescheduled On course On course Achieved	- On course Achieved On course -	- Revised - Achieved -	- Achieved - - -
JA	37.	Review the highways delegation agreement with the county councils	Mar	Rescheduled	Rescheduled	On course	Postponed ¹⁶
JD	38.	Keep the Definitive Map under continuous review: a) produce prioritised list of outstanding anomalies b) digitise the Definitive Map for Richmondshire	Apr Mar	Achieved Rescheduled	- On course	- On course	- Achieved

¹³ Delayed pending confirmation of availability of funding from Natural England. Now due to be completed by January 2008.
¹⁴ Maintenance carried out but maintenance plan awaiting Natural England National Methodology. Now due for completion by March 2008
¹⁵ YDNPA Access Committee agreed to proceed by creation order. Now due to be completed by September 2007.
¹⁶ Delayed by ongoing negotiations with the County Councils regarding future funding of the agreements. Now due to be finalised by November 2007.

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		c) open 20 new Order cases d) take 20 cases to Order-making decision e) resolve 15 of the anomalies identified above	Mar Mar Mar	On course On course On course	On course On course On course	Achieved On course On course	- Achieved Achieved
AR	39.	Contribute to the Yorkshire Dales Sustainable Travel partnership: a) provide the secretariat for the partnership b) With partners support promotional activities (e.g. Dalesbus) which encourage sustainable travel	Mar Mar	On course On course	On course On course	On course On course	Achieved Achieved
KB	40.	Consult on, and finalise, the sub-regional cycling strategy.	Jun	Achieved	-	-	-
AR	41.	Contribute to the development of the final Local Transport Plan 2	Mar	Achieved	-	-	-
AR	42.	Amalgamate the county council's hierarchies to produce an advisory road hierarchy for the Yorkshire Dales	Dec	Rescheduled	Postponed ¹⁷	-	-
JRL	43.	a) support the development of three new projects initiated by Dales Volunteers b) develop a programme to increase the involvement of new audiences including young people	Sep Mar	On course On course	Achieved On course	- On course	- Achieved
AH	44.	Work with Yorkshire Dales Millennium Trust to secure funding to continue and further expand the Dales Apprenticeship Scheme	Mar	On course	Achieved	-	-
JA	45.	Take action to manage car parks and toilets effectively: a) introduce charges for residents' passes b) re-develop Stainforth Car Park (subject to funding from the Countryside Agency); c) consider future of Castle Bolton and Linton toilets d) include data on car park ticket sales in the access and recreation monitoring report	Apr Mar Mar Mar	Achieved On course On course On course	- On course On course On course	- On course On course On course	- Achieved Achieved Achieved

PROMOTING UNDERSTANDING

BW	46.	Complete year three of the Countryside Agency funded 'Beyond the Boundary' diversity project: a) evaluate impact of second year activities b) complete a programme of cricket matches twinning Bradford teams and Dales teams c) evaluate impact of the 'Yours to Explore' video	Jun Oct Dec	Achieved On course On course	- Achieved On course	- - Achieved	- - -
BW	47.	Deliver the annual NPA events programme:					

¹⁷ Awaiting final hierarchy from NYCC before work can be completed. Now due for completion by March 2008.

Best Value Action Plan 2006-07

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		a) train 10 new activity leaders to expand the programme of outreach activities b) include events and activities for those less able in the Events Programme for 2007 c) include walks on open access land in the Events Programme for 2007 d) include events programme in departmental database to target audiences e) evaluate impact of the outreach events programme f) include 10 new activities for outreach groups	May Oct Oct Mar Mar Mar	Achieved On course On course On course On course On course	- On course On course On course On course On course	- Achieved Achieved Revised On course On course	- - - Achieved Achieved Achieved
KT	48.	Run an awareness campaign to increase understanding and awareness of the National Park amongst prospective visitors in the Vale of York and Teesside	Mar	On course	On course	On course	Cancelled ¹⁸
BW	49.	Deliver YDNPA input for year two of the Council for National Parks 'Mosaic Partnership'. a) organise a programme of group leader visits b) provide up to 5 mentoring opportunities and up to 5 work-shadowing opportunities for community champions c) engage with 5 new community champions from under-represented groups within the YDNP catchment	Dec Mar Mar	On course On course On course	Achieved On course On course	- On course On course	- Achieved Achieved
BW	50.	Increase awareness of the YDNP amongst visiting education groups: a) develop interactive education resources on the NPA website b) establish a baseline for web-based Education Service users c) provide Education Service promotional materials to groups visiting National Park Centres d) provide Education Service promotional materials to all education organisations in the National Park catchment area	Jan Dec Mar Mar	Rescheduled On course On course On course	Rescheduled On course On course On course	On course Achieved On course On course	Achieved Achieved Achieved
BW	51.	Chair the management group of the 'Education for Sustainable Development Forum' for education organisations in the Yorkshire and the Humber Region.	Mar	On course	On course	On course	Achieved
BW	52.	Work in partnership with YDMT to deliver year two of 'Learning in Limestone Country' project, providing outreach activities in Lancashire, Craven and West Yorkshire	Mar	On course	On course	On course	Achieved
JB	53.	Improve the effectiveness of National Park Centres: a) develop action plans to improve effectiveness of each NPC b) evaluate effectiveness of new partnership at Sedbergh c) implement action plans d) carry out a redevelopment of the interpretation at Malham NPC	Oct Jan Mar Mar	Rescheduled On course On course On course	On course On course On course On course	Achieved Achieved On course On course	- - Achieved Achieved

¹⁸ NYMNPA pulled out of what was intended to be a joint campaign. Project has been scaled down to focus on media elements, which will be completed by December 2007

Best Value Action Plan 2006-07

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
JB	54.	Evaluate effectiveness of 'Flagship' NPCs, 'Partnership' NPCs in line with national Minimum Service Standards, PIP network evaluation in summer 2007	Dec	On course	On course	Revised	Achieved
JB	55.	Support sustainable tourism: a) establish 'Yorkshire Dales Tourism, the Area Tourism Partnership (ATP) for the Yorkshire Dales b) develop an ATP action plan	Jun	Achieved	-	-	-
			Jul	Achieved	-	-	-
FR	56.	Improve facilities and widen audiences at Dales Countryside Museum: a) upgrade MODES software to enhance accessibility of the collection b) develop web pages linked to other research sites c) work with volunteers to develop collections and research areas based on gallery subjects d) develop a funding package to provide new facilities via the 'Turntable' project	Mar	Rescheduled	On course	Rescheduled	Achieved
			Sep	On course	Achieved	-	-
			Oct	On course	On course	Achieved	-
			Mar	On course	On course	On course	Postponed ¹⁹
KS	57.	Improve retail services to promote understanding and add financial contribution: a) carry out a feasibility study of retail options via the Turntable project b) use results to produce a development plan for retail services	Feb	On course	Rescheduled	On course	Postponed ²⁰
			Mar	On course	Rescheduled	On course	Postponed ²¹
JB	58.	Develop a single database that will link Area Tourism Partnership and YDNPA events listing	Oct	On course	Achieved	-	-
JB	59.	Work with Business in the Environment to develop a plan to increase levels of tourism providers offering a sustainable tourism product in line with long term aim.	Mar	On course	On course	On course	Achieved
JB	60.	Obtain detailed information about visitors to the National Park: a) adapt existing surveys to fill any gaps from England Day Visitor Survey (EDVS) b) complete EDVS and report results	Dec	On course	On course	Achieved	-
			Dec	On course	On course	Achieved	-
KT	61.	Communicate more effectively with visitors and residents: a) carry out face-to-face evaluation exercise on Visitor 2006 with visitor groups and officer focus groups and incorporate results into production of Visitor 2007 newspaper b) publish 220,000 copies of the Visitor 2007 newspaper c) publish and distribute two issues of the Dales newspaper for National Park residents d) carry out focus-group style evaluation of effectiveness of 'Dales' with selected	Oct	On course	On course	Revised	Achieved
			Jan	On course	On course	Achieved	-
			Mar	On course	On course	On course	Achieved
			Mar	On course	On course	On course	Postponed ²²

¹⁹ Turntable is one of 12 projects being funded as a block by Yorkshire Culture (YC). Delays with some of those other projects means YC has not been able to release the funding. It is now intended to produce business plans for the three elements of the project and decide which, if any to pursue, by September 2007.

²⁰ See above

²¹ See above

²² Workload issues meant that it was not possible to organise before March. The two public meetings were held in May this year.

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		e) residents introduce new trial e-format version of Dales residents' newspaper for publication on the we	Mar	On course	On course	On course	Achieved
KT	62.	Increase effectiveness of interpretation methods at reaching a wide range of audiences and raising awareness and understanding: a) survey the condition of all Authority interpretation across the National Park b) research and trial at least two new methods of interpretation such as 'geocaching' trails and 'podcasting' c) evaluate effectiveness and value for money of each method	Oct	On course	Achieved	-	-
			Mar	On course	On course	On course	Achieved
			Mar	On course	On course	On course	Achieved
KT	63.	Develop the brand for both YDNP and YDNPA : a) audit all publications, signage, interpretation, websites and retail materials to monitor application of the Authority and National Park corporate identity & brand b) publish and internally promote an Authority style guide to promote consistent and 'plain' English communication c) revise the corporate identity guidelines d) run internal campaign to promote appropriate application of corporate identity	Aug	On course	Achieved	-	-
			Feb	On course	Rescheduled	Achieved	-
			Mar	On course	Rescheduled	On course	Achieved
			Feb	On course	On course	Achieved	-
KT	64.	Promote National Park messages through the media: a) evaluate current levels of media coverage to establish baseline b) set targets for media coverage for future years	Nov	On course	On course	Achieved	-
			Jan	On course	On course	Achieved	-

DEVELOPMENT CONTROL

AM	65.	Publish a Farm Buildings Design Guide and formally adopt it as Supplementary Planning Guidance	Jan	On course	On course	Rescheduled	Achieved
AM	66.	Take action to resolve 60% of enforcement cases within 16 weeks	Mar	On course	On course	On course	Achieved
PDW	67.	Enhance consideration of planning issues: a) refine the analysis of policy issues, material considerations, and the weight to be attached to them in Committee reports b) amend Members' Code of Conduct for DC to cover dialogue between officers & members before Committee c) clarify Members' role in advising applicants d) review programme of visits to completed developments that have been controversial e) include planning issues in annual programme of PDF meetings	May	Achieved	-	-	-
			Jul	Achieved	-	-	-
			Jul	Achieved	-	-	-
			Aug	Achieved	-	-	-
			Mar	On course	On course	On course	Achieved

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
PDW	68.	Improve efficiency of handling planning applications: a) report performance against targets to Planning Committee every quarter b) require all applications to be accompanied by all necessary information before validation c) revise internal arrangements and set and monitor clear targets for all stages of application process; d) develop a proactive system of caseload management between officers	May	Achieved	-	-	-
			Oct	Rescheduled	On course	Achieved	-
			Apr	Achieved	-	-	-
PDW	69.	Improve handling of in-house planning consultations: a) provide networked access to digitised data; b) integrate the computerised planning system with the Authority's Geographical Information System to allow electronic consultation	Sep	Rescheduled	Achieved	-	-
			Dec	On course	On course	Achieved	-
PDW	70.	Improve operation of the planning committee: a) provide training to the Chairman and Deputy Chairman of Planning Committee b) set and publicise a clear deadline for 'late representations' and identify appropriate arrangements for handling any later representations c) reduce length of Committee reports by summarising content and weight of consultation responses d) require reasons to be given for all Member 'call-ins' and identify these in Committee agendas/reports e) review operation and current extent of call-ins, and consider whether appropriate to set 'call-in' criteria and associated processes f) develop arrangements for earlier identification and arrangement of Committee site visits g) review operation of 'A' and 'B' list on Committee papers h) consider guidelines for management of Committee meetings i) make 'Yoredale' the permanent base for Planning Committee meetings	Apr	Achieved	-	-	-
			Sep	Rescheduled	Achieved	-	-
			May	Achieved	-	-	-
			Nov	Rescheduled	Achieved	-	-
			Feb	Rescheduled	On course	Rescheduled	Postponed ²³
			Nov	Rescheduled	On course	Achieved	-
			Jul	Achieved	-	-	-
			Jul	Achieved	-	-	-
			Aug	On course	Achieved	-	-
PDW	71.	Improve procedures for completing s106 agreements: a) identify arrangements to clear backlog of s106 agreements b) clear backlog of s106 agreements c) explore options for earlier agreement/drafting	Apr	Achieved	-	-	-
			Mar	Rescheduled	On course	On course	Achieved
			Jul	Achieved	-	-	-
PDW	72.	Improve the quality of the service provided to applicants:					

²³ Postponed until October 2007 to allow 12 months from reduction in Planning Committee size

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		a) develop clear, more effective and efficient arrangements for handling enquiries	May	Achieved	-	-	-
		b) promote new elements of the service to local communities, and promote wider understanding of the planning process;	Sep	Rescheduled	Achieved	-	-
		c) establish weekly planning surgeries in all Planning Officer areas	Oct	Rescheduled	On course	Achieved	-
		d) review the structure of the planning department to ensure it is fit for purpose	Aug	Achieved	-	-	-
		e) complete a customer satisfaction survey	Sep	On course	Achieved	-	-
PDW	73.	Install document management system to improve public access to digitised information	Nov	On course	On course	Achieved	-

FORWARD PLANNING

PS	74.	Provide an up-to-date development framework:					
		a) produce 'Issues and Options' paper on Minerals and Waste	Sep	Rescheduled	Achieved	-	-
		b) publish the revised Local Plan	Dec	Rescheduled	On course	Postponed ²⁴	-
		c) produce a draft Statement of Community Involvement	Mar	Rescheduled	On course	On course	Achieved
		d) produce 'Issues and Options' paper on Housing	Nov	On course	Achieved	-	-
		e) report annually to the Planning Committee on progress in implementing Local Plan	Dec	On course	On course	Achieved	-
		f) continue the close involvement of constituent authorities in reviews of economic & housing policies	Mar	On course	On course	On course	Achieved
	g) produce a paper on LDF allocations	Mar	On course	On course	Postponed ²⁵	-	
PJB	75.	Through the Sustainable Development Fund provide support to at least 15 new projects	Mar	On course	On course	Achieved	-
GS	76.	Work with District Councils, Yorkshire Forward and others to develop a range of projects that support sustainable economic development, including:					
		a) 'green communities'	Mar	On course	Postponed ²⁶	-	
		b) Langcliffe Quarry	Mar	On course	On course	On course	Postponed ²⁷
DB	77.	Work with CNP, YF and other NPAs in Yorkshire to carry out research into the economic impact of National Park status and identify good practice in relation to	Mar	On course	On course	Achieved	-

²⁴ Publication of Local Plan delayed by digitisation of mapping. Now due to be published in June 2007.
²⁵ Allocations will be incorporated into Housing 'Issues & Options' paper due for consultation in June 2007.
²⁶ Original project idea ground to a halt. Following further discussion with partners (Nidderdale and Howardian Hills AONBs, NYMNPA) project funding now appears to be in place. It's hoped that the first phase of the project will be completed by March 2008.
²⁷ Project has made significant progress during the year but planning application will not now come forward until June 2007.

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		projects which benefit the economy of National Parks					
PJB	78.	Provide support for appropriate socio-economic initiatives through the work of the York and North Yorkshire Partnership Unit	Mar	On course	On course	On course	Achieved
GS	79.	Review and update the National Park Management Plan:	Nov	Rescheduled	Achieved	-	-
		a) complete public consultation on a draft Plan	Mar	Rescheduled	On course	Rescheduled	Achieved
		b) publish the revised Plan, setting clear and measurable objectives	Feb	On course	Rescheduled	On course	Cancelled ²⁸
		c) prepare the Management Plan Action Plan	Feb	On course	Rescheduled	On course	Achieved
		d) put in place appropriate arrangements to monitor, record and publicise progress on the NPMP objectives, including through future 'State of the Park' reports					
		e) refine the State of the Park reporting process to ensure arrangements are in place for monitoring all outcomes identified in the updated NPMP	Feb	On course	On course	On course	Achieved
GS	80.	Provide a clearer framework for enhancing the landscape character of the Park:	Mar	Rescheduled	On course	Rescheduled	Achieved
		a) enhance the landscape section of the website to make it easier to access relevant information	Mar	N/C	N/C	N/C	Postponed ²⁹
		b) develop a programme for the preparation of draft landscape character guidelines once the National Park Management Plan has been updated					

CORPORATE AND DEMOCRATIC CORE FUNCTIONS

RB	81.	Support and empower staff to provide professional, positive and proactive services to the public:					
		a) adopt and publicise the Human Resources Strategy	Aug	Achieved	-	-	-
		b) introduce a programme to assure consistent management practice across the authority	Oct	Rescheduled	On course	Achieved	-
		c) incorporate arrangements for developing management competencies as part of staff appraisal process	Oct	Rescheduled	On course	Achieved	-
		d) hold annual meeting of line managers to improve understanding of personnel issues and ensure fair implementation of policies	Jan	Rescheduled	On course	On course	Achieved
		e) undertake the biennial staff survey	Dec	N/C	On course	Achieved	-
		f) carry out other actions necessary to ensure that the Authority meets the revised 'Investors in People' standard by March 2007	Mar	N/C	Postponed ³⁰	-	-

²⁸ Annual action plan no longer needed. Agreed monitoring approach based on annual updates of progress on each National Park Management Plan objective.

²⁹ Postponed pending consideration by Members at the Authority meeting in July 2007.

³⁰ Postponed to enable the management development work to take place, with re-accreditation now scheduled for November 2007

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
GS	82.	Carry out an annual review of progress on BVPP objectives and comparison with performance of other National Park Authorities	Jun	Achieved	-	-	-
DB	83.	Review NPAPA process with DEFRA, Audit Commission and other NPAs to: a) identify lessons learnt b) agree future process and timescales	May Mar	Achieved On course	- Rescheduled	- On course	- Achieved
GS	84.	Strengthen the planning and management of the Authority's business: a) review the priority-setting process to consider how it could more clearly incorporate day-to-day activities/costs and 'added value' b) use the revised process to reconsider the Authority's priorities for 2007/08 c) draw up a prioritised programme of future service reviews d) revise the Authority's objectives in light of the updated National Park Management Plan	Jul Nov Sep Jan	Achieved Rescheduled On course On course	- Achieved Achieved Rescheduled	- - - Achieved	- - - -
RB	85.	Manage the Authority's resources so as to most effectively achieve its long-term objectives: a) re-invigorate the approach to accessing external funding, including the relationship with the Yorkshire Dales Millennium Trust b) thoroughly examine the Authority's programmes and costs, with a view to identifying the cuts that may need to be made should DEFRA grants remain at the current level beyond the 2006/07 financial year	Jun Sep	Achieved Achieved	- -	- -	- -
KT	86.	Improve effectiveness of the website: a) carry out user evaluation of the new and restructured Authority website to identify areas for future development and increase visitors to it b) undertake an analysis of the take-up of electronic service delivery, and identify means of further improving this	Oct Dec	On course N/C	Achieved On course	- Achieved	- -
RB	87.	Enhance arrangements for electronic delivery of all appropriate services, : a) introduce systems to enable off-site working b) audit current progress and impact of existing IT 'projects' c) develop existing systems (document management / intranet; finance) to maximise their potential for internal communication	Nov Sep Mar	Rescheduled On course N/C	On course Postponed ³¹ Rescheduled	Achieved - On course	- - Achieved
PD	88.	Review current arrangements for asset management and procurement, and identify most appropriate approach to future management	Dec	Rescheduled	On course	Achieved	-
RB	89.	Expand and improve the provision of Authority services through its main premises: a) undertake a post-completion review of the Northern Office project b) complete the reorganisation of the Grassington office	Feb Sep	Rescheduled Achieved	On course -	Rescheduled -	Achieved -

³¹ This area now forms part of the 'project review' remit of the Audit & Review Committee, and is scheduled to report in August 2007

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Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
GS	90.	Implement actions necessary to achieve Level 1 of the 'Equality Standard', including: a) formulate and adopt a comprehensive equality policy covering race, gender and disability b) review all written policies to ensure they are in line with equality legislation	Feb	Rescheduled	On course	Rescheduled	Achieved
			Feb	On course	Rescheduled	On course	Achieved
JA	91.	Improve effectiveness of work with the Yorkshire Dales Millennium Trust: a) assess YDMT's contribution to achieving the Authority's aims and objectives b) agree appropriate arrangements with YDMT for measuring and reporting performance in relation to Authority-funded work	May	Achieved	-	-	-
			Nov	On course	On course	Achieved	-
DB	92.	Update, re-publish and re-publicise the Service Standards leaflet, and carry out appropriate monitoring.	Dec	On course	Rescheduled	Achieved	-
AG	93.	Improve communication: a) consider internal and external communication needs, and best approach to delivering key messages to target audiences b) develop a more pro-active approach, as part of communication strategy to promote YDNPA involvement in socio-economic projects; c) develop a corporate programme for future public consultation d) develop a model contingency plan for dealing with 'crises' (focused on communication)	Sep	On course	Achieved	-	-
			Oct	On course	Achieved	-	-
			Jan	On course	Rescheduled	Postponed ³²	-
			Oct	On course	On course	Achieved	-
DB	94.	Carry out a comprehensive review of corporate governance: a) identify most appropriate 'governance' arrangements/structure for future management and leadership of the Authority b) update the programme of Member training and development as necessary c) strengthen the role of the Audit and Review Committee d) develop guidance to clarify advocacy and representational role of Members e) introduce arrangements for reports on progress and lessons learnt from major projects to go to the appropriate Committee	Jul	Achieved	-	-	-
			Jan	N/C	Rescheduled	On course	Achieved
			Sep	Achieved	-	-	-
			Sep	On course	Achieved	-	-
			Sep	On course	Achieved	-	-

³² Corporate Governance Working Group requested that the paper go to Audit & Review Committee. This was scheduled for 4 May 2007 but, following cancellation, the paper will now go to the May Authority.

Glossary of Lead Officers

AG	Annie Galloway		KB	Kathryn Beardmore
AH	Alan Hulme		KS	Kevin Smith
AM	Andrew McCullagh		KT	Kath Taylor
AR	Andy Ryland		LW	Louise Williams
AJS	Adrian Shepherd		MS	Mark Stephenson
BW	Bill Wood		PD	Paul Drake
DB	David Butterworth		PJB	Phil Brown
FR	Fiona Rosher		PDW	Peter Watson
GE	Gareth Evans		PS	Peter Stockton
GG	Geoff Garrett		RB	Richard Burnett
GS	Gary Smith		JRL	Rae Lonsdale
JA	Jon Avison		RFW	Robert White
JB	Julie Barker		TT	Tim Thom
JD	John Dwyer			