

Committee **AUDIT AND REVIEW**

Date: **15 February 2008**

Report: **BEST VALUE PERFORMANCE PLAN 2007/08**
 PROGRESS ON ACTIONS AT THE END OF QUARTER 3

Purpose of the report

1. To inform members of progress towards achieving the actions set out in the 2007/08 Best Value Performance Plan.

Strategic Planning Framework

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

- ***Best Value Performance Plan objectives***
'Plan and manage all aspects of the Authority's business so as to make the most consistent and effective use of our resources..., including achieving at least 80% of the actions identified in the Best Value Performance Plan (BVPP) each year'.

Background

3. The Best Value Performance Plan contains 100 'strategic' actions, which can be further sub-divided into 232 detailed actions. Progress on these actions is reported to the Audit and Review Committee at the end of each quarter of the financial year

4. For reference, the 'quarters' relate to the following dates:

Quarter 1 (Q1)	1 April to 30 June
Quarter 2 (Q2)	1 July to 30 September
Quarter 3 (Q3)	1 October to 31 December
Quarter 4 (Q4)	1 January to 31 March

Progress

5. The table at **Appendix 1** shows progress to date on every action contained in the Best Value Performance Plan. For any actions that are not 'Achieved', 'On course', or have not yet commenced ('N/C'), an explanation is provided in a footnote.

Actions due for completion between 1 October and 31 December 2007

There were 46 actions due to be achieved during the third quarter of the year. Of these:

31	68%	have been achieved
11	24%	have been rescheduled to later in the financial year
2	4%	has been revised
2	4%	have been postponed

Actions due for completion by 31st March 2008

Overall, of the 232 actions for the year:

112	48%	have been achieved
98	42%	are on course for completion within the year
1	<1%	have not yet commenced
21	9%	have been postponed until next financial year

The table in **Appendix 2** provides a summary of progress on the BVPP actions, broken down by 'functional heading'.

RECOMMENDATION

6. That Members note the progress made towards achieving the actions set out in the Best Value Performance Plan 2007/08.

Gary Smith
Head of Conservation and Policy

31 January 2008

Background documents: Nil

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4

CONSERVATION OF NATURAL ENVIRONMENT

Work with our partners to ensure that we have up-to-date (i.e. less than 10 years old) information on the condition and extent of all the important habitats and species in the National Park, and make that information widely available:

- **develop and implement a system for monitoring the Local Biodiversity Action Plan and reporting progress on it by 2007, and produce a map that shows the distribution and status of all Local Biodiversity Action Plan priority habitats and species (excluding rare and vulnerable species) and make it widely available through the National Biodiversity Network by 2008. (NC7)**
- **respond to 90% of nature conservation consultations within the agreed period by 2008**
- **assess the condition of all ancient woodland in the Park by 2010. (NC6)**

TT	1	Carry out 'major project' review to identify lessons learned from the Park-wide habitat survey	Feb	N/C	N/C	On course	
TT	2	Continue implementation of Species Action Plans (SAPs) including: a) implement new procedures for bat protection during development b) deliver the 'Aren't Birds Brilliant' peregrine viewing scheme at Malham Cove in partnership with the RSPB c) reassess yellow wagtail populations d) monitor English Sandwort populations e) carry out/coordinate surveys of Northern Brown Argus, Small Pearl-bordered Fritillary, Green Hairstreak, and Common Blue butterflies f) support implementation of two projects to conserve native crayfish (Long Preston Beck and Threshfield Quarry) g) continue work on red squirrel distribution with partner organisations, including development of a guided trail h) work with Leeds University to continue year one of research project to determine the relationship between breeding wader populations and productivity and habitat quality	Apr Aug Aug Sep Oct Dec Mar Mar	Achieved On course On course On course On course On course On course On course	- Achieved Achieved Achieved Achieved On course On course On course	- - - - - Achieved On course On course On course	- - - - - - -
TT	3	Work with the Yorkshire Dales Biodiversity Forum and other partners to improve biodiversity monitoring and action: a) publish 2006/07 LBAP Annual Report b) publish final report on the state of biodiversity in the National Park c) produce one 'Habitat Information' booklet	May Dec Jan	Achieved On course N/C	- On course N/C	- Rescheduled ¹ Postponed ²	- - -

¹ This is underway but is taking a little longer than anticipated to pull together trend data from external sources and is now planned for completion by end March.

² An initial draft of the limestone grasslands & flushes booklet has been put together but is unlikely to be complete by the end of March due to delays in completing the state of biodiversity report. This publication will now be completed by December 2008.

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		d) create a digital biodiversity map of the Dales	Mar	On course	On course	On course	
		e) develop the website to include sections on 'Special Sites' and 'Best Places to see'	Mar	N/C	On course	On course	
		f) publish 2007/08 LBAP Annual Report	Mar	N/C	N/C	N/C	
		g) complete transfer of habitat & species survey data onto digital systems (including Habitat Map) and make this available through the National Biodiversity Network and the Biodiversity Action Reporting System	Mar	N/C	On course	On course	

Work with our partners to support good conservation management by farmers, landowners and local communities:

- encourage and support widespread take-up of Environmental Stewardship and other agri-environment schemes so that 80% of the Park is covered by agreements by 2010. (L2)
- create 450 ha of upland ash woodland by 2010. (NC4d)
- 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)
- ensure that 70% of the area covered by Local Biodiversity Action Plan priority habitats is in favourable condition by 2010 (NC3)
- ensure that the populations of all Local Biodiversity Action Plan species are stable or increasing by 2010 (NC5)
- increase the area of Local Biodiversity Action Plan priority habitats by 7% by 2011, including restoring 1,700 hectares of hay meadow. (NC4a)
- develop a network of Regionally Important Geological and Geomorphological Sites by 2009. (L6)

LW	4	Complete the extension year of the Limestone Country Project: a) host a workshop to assist development of Limestone Country Beef Ltd; b) transfer remaining farm agreements to Environmental Stewardship; c) carry out a programme of local, regional, national & international promotion of the project's lessons; d) carry out cattle movement and grazing impact research; e) complete final project reports for European Commission.	May Dec Dec Mar Mar	Achieved On course On course On course On course	- Achieved On course On course On course	- - Rescheduled ³ On course On course	- - On course On course
AS	5	Work with Natural England to advise and assist with new Environmental Stewardship (higher level scheme) agreements: a) bring 500 ha of land into good conservation management; b) compile 10 Farm Environment Plans to assist farmers to enter Higher Level Stewardship; c) carry out 'care and maintenance' visits for 20 farms in agri-environment agreements.	Mar Mar Mar	On course On course On course	On course On course On course	On course On course On course	
AS	6	Support good conservation management of key Local Biodiversity Action Plan habitats: a) develop and submit funding bid for a multi-objective scheme to restore degraded areas of blanket bog	Jan	On course	On course	Revised ⁴	

³ This has been achieved so far but further conferences are being attended in February so the completion date should be revised until the end of March.

Lead	No	Target	Date	Progress			
				Q1	Q2	Q3	Q4
		b) fund and assist Year 2 of the Yorkshire Dales Millennium Trust's 'Hay Time' project to enhance or restore 70 ha of hay meadow	Mar	On course	On course	On course	
TT	7	Complete year two 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	
GG	8	Increase the area of native woodland: a) work with YDMT and the Forestry Commission to identify and secure funding for new native woodland planting and management for 2009 and 2010 b) assist YDMT with the second year of 'Countdown 2010' project by advising and co-funding the planting of at least 80 ha of new native woodland	Jan	On course	On course	Rescheduled ⁵	
			Feb	On course	On course	On course	
GG	9	Review and re-negotiate five Woodland Management Agreements	Jan	On course	Rescheduled	Achieved	-
GG	10	Support economic opportunities based on the sustainable use of woodlands within the National Park: a) support development of timber processing and training activities at Gayle Mill b) continue to support Yorwoods' work to develop economic woodland initiatives c) support development of at least three proposals for community biomass schemes	Jul	Achieved	-	-	-
			Mar	On course	On course	On course	
			Mar	On course	On course	On course	
GG	11	Adopt and publish the revised Dales Woodland Strategy	Jun	Achieved	-	-	-
TT	12	Develop project proposals for site-based "hands on" community and visitor involvement in biodiversity conservation across the National Park (including Local Nature Reserves)	Dec	On course	On course	Achieved	-
TT	13	Work with North Yorkshire County Council and Yorkshire Wildlife Trust to develop a programme for the conservation of species-rich road verges	Dec	Revised	On course	Achieved	-

⁴ Bid is being developed and will be completed by March. However, timing of application windows for relevant grant schemes means it is unlikely to be submitted until 2008/09.

⁵ Discussions are on-going. Final funding programme will not be agreed until end March.

CONSERVATION OF THE CULTURAL HERITAGE

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

- carry out surveys of historic buildings, landscapes and monuments and ensure that information on the condition of those that are designated is never more than 5 years old. (HE3)
- develop a research strategy for the historic environment of the Yorkshire Dales by 2009, and use it to target and encourage programmes of survey and research. (HE1)
- by 2012 develop and update the Historic Environment Record for the Yorkshire Dales to incorporate the results of all publicly-funded research projects, and to make the information widely available electronically, and the paper records easily accessible. (HE2)

MS	14	Develop the Authority's Conservation Area programme: a) adopt a Conservation Area Strategy, including targets for Character Appraisals and Management Plans b) update three Character Appraisals	Mar	On course On course	Postponed Revised	- On course	-
MS	15	Survey one fifth of the Listed Buildings in the Park to identify those 'at risk'	Mar	On course	On course	On course	
RW	16	Extend the Monuments at Risk survey to include a further 200 non-scheduled monuments	Mar	On course	On course	Revised ⁶	
RW	17	Carry out archaeological field survey over 1,000 ha and incorporate results into the Historic Environment Record	Mar	On course	On course	On course	
RW	18	Support research to increase understanding of aspects of the historic environment: a) prehistoric use of caves b) early land use in Wharfedale c) development of limestone pavement d) preliminary work on the development of a research strategy for the historic environment in the Yorkshire dales	Mar Mar Mar Mar	On course On course On course On course	On course On course On course On course	Achieved On course On course On course	-
MS RW RW	19	Increase accessibility of historic environment information: a) make maps of conservation areas and their appraisals available electronically; b) produce new thematic pages for 'Out of Oblivion' website c) create/update 1,000 entries on the Historic Environment Record	Aug Nov Mar	On course On course On course	Achieved On course On course	- Achieved Achieved	- - -
RW MS	20	Carry out a series of events to promote awareness and understanding of the historic environment: a) run a historic environment day school b) run a historic buildings day school	Apr Mar	Achieved On course	- On course	- On course	-
MS	21	Analyse and publish the results of a sample survey of the condition of field barns	Jul	On course	Achieved	-	-

⁶ Resources have been focused on providing historic environment information for high numbers of Environmental Stewardship applications. 'Discretionary' surveys only likely to cover 100 monuments this year.

Conserve and enhance the distinctive historic landscape of the Park, including:

- advise and assist in the restoration of 60 traditional field barns, and take action to save 20 'at risk' listed buildings by 2010. (HE4)
- prepare management prescriptions for 40 Scheduled Ancient Monuments and bring at least 10 into appropriate management by March 2008 (HE5)
- work with communities to produce management plans for 12 existing Conservation Areas by 2010 (HE9)
- develop and secure funding for a programme of enhancement works in conservation areas by 2009. (HE9)

MS	22	Work with Natural England to provide advice on the restoration of 10 traditional field barns	Nov	On course	On course	Revised ⁷	
MS	23	Reduce the number of listed buildings/features 'at risk': a) prepare surveys, drawings etc for restoration of five listed buildings b) identify four further listed buildings that could be rescued with YDNPA support c) work with owners to implement works necessary to bring three listed buildings off the 'At Risk' register	Dec Oct Mar	Rescheduled On course On course	On course Achieved Revised	Rescheduled ⁸ - On course	-
RW	24	Develop and implement a programme of practical conservation work on scheduled monuments, identified as being 'at risk': a) prepare management prescriptions for 15 scheduled monuments b) bring at least 5 scheduled monuments into appropriate management, including Norton Tower; Chapel House Wood, Grass Wood	Mar Mar	On course On course	On course On course	On course On course	
RW	25	Carry out a series of events to promote awareness and understanding of geodiversity; including a 'Geodiversity Day' to launch 'Your Dales Rocks'	May	Achieved	-	-	-
MS	26	Conserve and enhance Conservation Areas: a) produce management plan for one Conservation Area b) work with one community to identify and implement a programme of enhancement works to a Conservation Area	Jan Mar	Revised On course	On course On course	On course Revised ⁹	

⁷ Advice has been given on 6 barns but the flow of requests from Natural England has dried up due to changes in NE priorities and budget provision and there may not be 10 this year

⁸ Rescheduled to February - Four sets of documents produced, awaiting drawings of a fifth - Taythes barn.

⁹ Programme will be drawn up and agreed by March but temporary reduction in staffing levels means enhancement works will not be implemented until October 2008

RECREATION MANAGEMENT

Manage and improve the network of public rights of way so that by 2009/10

- 90% are 'easy to use' and 98% are signposted where they leave a road (AR1)
- 91% of public rights of way infrastructure (stiles/gates etc) is maintained in 'condition 1'
- less than 1.1% of the network requires major works due to concerns over surface condition;
- 72% of engineered routes are maintained in 'condition 1';
- 88% of bridges and river crossings are maintained in 'condition 1'

AH	27	Implement a programme of works to maintain current levels of condition and to improve further the rights of way network levels:					
		a) remove 20 obstructions	Mar	On course	On course	Achieved	-
		b) erect 16 new roadside signs	Mar	On course	On course	On course	
		c) enhance 272 items of infrastructure from 'condition 2 or 3' to 'condition 1'	Mar	On course	On course	On course	
		d) repair surface of 2km of rights of way	Mar	On course	On course	On course	
		e) improve 2km of engineered surfaced path from 'condition 2 or 3' to 'condition 1'	Mar	On course	On course	Achieved	-
		f) improve 16 bridges from 'condition 2 or 3' to 'condition 1'	Mar	On course	On course	Achieved	-
		g) conduct 6 structural bridge surveys	Mar	On course	On course	Achieved	-

Ensure that the National Park is accessible and provides a diverse range of recreational experiences for the public based on the special qualities of the area including:

- develop 'Rights of Way Improvement Plans' for Cumbria and North Yorkshire by 2007, and involve local communities and their representatives, the Yorkshire Dales Local Access Forum, landowners/managers and users in their development and implementation. (AR4)
- identify the most appropriate measures to manage the use of motorised recreational vehicles on each sensitive 'Green Lane', and put in place management plans for 75% of sensitive routes by 2008. (AR2)
- ensure that no more than 5% of open access land is subject to long-term restrictions
- continue to review and update the Definitive Map, and produce digital versions of the three 'Definitive Maps' of rights of way covering the Yorkshire Dales by 2011
- work with Natural England to complete and open the Pennine Bridleway through the Dales by 2009, and identify opportunities to develop additional recreational routes to and from it. (AR10)
- assist in implementing the Dales elements of the sub-regional cycle tourism strategy
- increase the accessibility of the Park to users of all abilities so that by 2010 at least 10 km (0.5%) of rights of way are fully accessible by wheelchair users and 105 km (5%) by those with limited mobility, and improve opportunities for those with sensory disabilities (AR7)
- by 2011 undertake 5 promotional campaigns aimed at specific recreational activities to raise awareness of the National Park Authority's recreation charter and codes of conduct (AR5)
- contribute to local and regional partnerships developing appropriate recreational events, including supporting Craven District Council to host a week long cycle festival based on Settle in 2007 and prepare for the 2008 world championship fell race.

AH	28	Work with the county councils to draw up the list of rights of way improvements to be taken forward through the Rights of Way Improvements Action Plan.	Oct	On course	On course	Rescheduled ¹⁰	
KB	29	Produce annual report outlining progress in achieving outcomes identified in the Integrated Access Strategy	Mar	On course	On course	On course	
KB	30	Continue to monitor recreational use: a) produce an annual report monitoring access and recreation within the Yorkshire Dales b) monitor the condition and use of 20 green lanes c) finish the baseline perception survey for the Pennine Bridleway and produce a report of the findings	Mar Mar Mar	On course On course On course	On course On course On course	On course On course On course	
KB	31	Develop recreational opportunities: a) in association with the local community, produce and promote specific guidance for Three Peaks sponsored walks and events b) work with Craven District Council to host a week long cycle festival based around Settle c) work with Primary Care Trusts to develop a 'Cycle for Health' project d) seek the YDAF's advice on how the recreational charter should be publicised, and how participation in recreational activities can be increased e) through the Go Dales Project, contribute to increasing numbers participating in outdoor activities through the Active Craven and Active Richmondshire recreation partnerships and Natural England's Outdoor Recreation Strategy f) support production of a detailed feasibility study for developing a multi-user, off-road recreational route between Ilkley and Bolton Abbey Village	Mar Jul Jul Mar Mar Jul	Rescheduled Achieved Achieved On course On course Achieved	On course - - On course On course -	Postponed ¹¹ - - On course On course -	- - - - -
AH	32	Continue to implement and enhance access opportunities through the CRoW Act Part 1 (open access): a) repeat the open access perception survey b) deliver a programme of 8 introductory walks to open access c) produce a newsletter for all land managers about recreation and 'open access' issues d) produce a comprehensive Open Access Management and Development Plan e) continue to enhance Open Access opportunities by providing of 15 new crossing points f) produce a final report following three years monitoring of use of open access land	Sep Oct Oct Dec Mar Mar	On course On course On course On course On course On course	Achieved Achieved On course On course On course On course	- - Rescheduled ¹² Rescheduled ¹³ On course On course	- - - -

¹⁰ Rescheduled to March 08 – Actions for 08/09 agreed with Cumbria. Awaiting prioritisation of projects with NYCC

¹¹ Postponed to March 09 to fit in with proposed 3 Peaks Project

¹² Rescheduled to March 08 to allow inclusion of implications of the NERC Act

¹³ Rescheduled to March 08 – Plan drafted; consultation with YDLAF Feb 08; for presentation at Access Committee April 08

KB	33	Support three meetings of the YDAF and help them to implement their annual action plan	Mar	On course	On course	On course	
GE	34	Continue a programme of works to the Pennine Bridleway as follows: a) provide highway signage at Stainforth, Austwick, Feizor, Selside, Newby Head, Coal Road, Garsdale b) Stainforth Alternative Route c) Selside Alternative Route (part) d) produce design plans and get permissions for Far Moor Bridge at Selside e) Ling Gill Bridge to Cold Keld Gate via Cam f) Grisedale Alternative Route (part) g) seal legal Creation Order for Garsdale	Mar	Rescheduled	On course	On course	
			Jan	On course	Rescheduled	On course	
				Rescheduled	Postponed	-	-
				Rescheduled	Postponed	-	-
			Mar	On course	On course	On course	
				Postponed	-	-	-
				Postponed	-	-	-
GE	35	Produce a five year maintenance plan for open sections of the Pennine Bridleway route and maintain engineered sections of the Pennine Bridleway in condition 1	Mar	On course	On course	On course	
KB	36	Increase the accessibility of the Park to all users: a) produce a costed and prioritised work programme for meeting the accessibility objective b) survey visitors and residents' views to determine future priorities for 'access for all' project	Jun	Achieved	-	-	-
			Mar	On course	Rescheduled	On course	
KB	37	Manage the use of sensitive routes by recreational vehicles: a) establish a process for using new powers to make TRO b) following consultation with the Green Lanes Advisory Working Group produce management plans for 20 sensitive routes c) publish a leaflet to inform users about the new legislation and their responsibilities	July	Achieved	-	-	-
			Mar	On course	On course	On course	
			Mar	On course	On course	Achieved	-
JA	38	Finalise the highways delegation agreements with the county councils	Nov	On course	On course	Revised ¹⁴	
JD	39	Keep the definitive map under continuous review: a) digitise the working copy Definitive Map for the Cumbria part of the Park b) open 10 new Definitive Map Modification and Public Path Order cases c) take 10 cases to Order-making decision	Mar	On course	Achieved	-	-
			Mar	On course	Revised	On course	
			Mar	On course	Revised	On course	

Through sustainable travel partnerships increase the integration and use of sustainable transport modes for leisure and everyday life within and to the Park. (AR6)

AR	40	Contribute to the Yorkshire Dales Sustainable Travel partnership: a) provide the secretariat for the partnership b) working with partners, including the Dales and Bowland Community Interest Company, seek funding to support sustainable travel to and within the Yorkshire Dales and to support promotional activities which encourage sustainable travel	Mar	On course	On course	On course	
			Mar	On course	On course	On course	

¹⁴ Agreement with Cumbria County Council will be finalised by March but no immediate prospect of agreement with North Yorkshire

AR	41	Contribute to traffic management: a) respond within target time to statutory and non-statutory transport and traffic management consultations and requests for specialist advice. b) reach agreement with County Councils on date for producing a highways signage guide	Mar	On course On course	On course Postponed	On course -	-
AR	42	Amalgamate the county councils' hierarchies to produce a new joint advisory road hierarchy for the National Park area.		On course	Postponed	-	-

Provide people from all backgrounds with the opportunity to make a difference to the long-term conservation, enhancement and enjoyment of the National Park and to contribute to personal health and well-being by providing:

- at least 5,000 volunteer days per year by 2009. (UE7)
- three placements each year through the Dales Apprenticeship Scheme in partnership with the Yorkshire Dales Millennium Trust and Craven College (EE5)

AH	43	Provide 3 apprenticeship placement opportunities with the Ranger Service and work with the Yorkshire Dales Millennium Trust to secure funding to continue and expand the Dales Apprenticeship Scheme	Mar	On course	On course	On course	
----	----	--	-----	-----------	-----------	-----------	--

Optimise annual income generation from Authority car parks and toilets, and maintain customer satisfaction levels so that at least 80% of users rate them satisfactory or above.

PD	44	Take action to manage car parks and toilets effectively: a) refurbish Stainforth car park and toilets b) investigate options and decide on the future of Wood Lane and Linton car parks and toilets; c) resurface parts of Grassington Car Park	Nov Nov Mar	On course Revised On course	On course On course On course	Postponed ¹⁵ Rescheduled ¹⁶ On course	-
----	----	--	-------------------	-----------------------------------	-------------------------------------	---	---

¹⁵ Postponed to April/May 08 due to long term staff sickness

¹⁶ Rescheduled to February – Linton has been resolved. Wood Lane report to F&R Committee in Feb 08

PROMOTING UNDERSTANDING

Provide accessible, high quality communications and services that positively influence people's enjoyment and understanding of the special qualities of the Yorkshire Dales National Park so that:

- 85% of users are satisfied with the Authority's 'Promoting Understanding' services by 2007;
- the four National Park Centres have an average effectiveness rating of 90% by 2008;
- at least 50% of visitors and 70% of residents have an understanding of National Park purposes and/or the special qualities of the Yorkshire Dales by 2010 (UE1)

JB	45	Improve the effectiveness of National Park Centres: a) produce action plan to identify additional opportunities to promote environmental issues via NPCs b) agree new arrangements for the 'Partnership Centre' at Hudson House c) create new legal agreement for Aysgarth NPC cafe d) carry out full redevelopment of Grassington NPC	Sep	Rescheduled	Achieved	-	-
			Sep	On course	Achieved	-	-
			Dec	On course	On course	Rescheduled ¹⁷	-
			Mar	On course	On course	On course	-
JB	46	Carry out annual evaluation of the effectiveness of: a) NPCs and 'Partnership Centres' b) Park Information Point network	Jan	On course	On course	Achieved	-
			Jan	On course	On course	Achieved	-
KT	47	Communicate effectively with visitors and residents: a) carry out focus-group style evaluation of effectiveness of 'Dales' with selected residents b) evaluate the e-format version of 'Dales' c) decide whether to raise revenue from 'The Visitor' newspaper d) publish and distribute 'The Visitor 2008' newspaper including piloting e-format e) publish and distribute two issues of the 'Dales' newspaper, for National Park residents	May	Achieved	-	-	-
			Oct	Rescheduled	Achieved	-	-
			Sep	Achieved	-	-	-
			Jan	On course	On course	On course	-
			Mar	On course	On course	On course	-
KT	48	Continue to increase effectiveness of interpretation methods at reaching a wide range of audiences and raising awareness and understanding: a) develop and make available four new audio (mp3) trails b) produce an electronic map showing locations of all static interpretation c) attend an agreed selection of agricultural shows and village galas across the Dales using 'Geology' as a theme d) create three 'virtual village map boards' on the Authority website e) trial one new method of virtual interpretation f) implement new caches across the National Park (up to a maximum of 20 caches at any one time)	Oct	On course	Achieved	-	-
			Oct	Achieved	-	-	-
			Oct	On course	Achieved	-	-
				On course	Postponed	-	-
			Mar	On course	On course	Postponed ¹⁸	-
			Mar	On course	Achieved	-	-

¹⁷ Contract currently out to tender but will be finalised by March

Raise awareness of the National Park amongst visitors and the general public so that by 2008:

- at least 10% of people in England and Wales can name it as being a National Park (UE8)
- 90% of visitors are aware that they are in a National Park (UE2)

KT	49	As part of Turntable project decide whether to pursue branding opportunities	Dec	On course	On course	Achieved	
KT	50	Promote National Park messages through the media:	Dec	On course	On course	Postponed ¹⁹	-
		a) develop and implement a plan to promote the role of the Authority as a planning authority in a positive light b) issue at least 10 invitations for 'press trips' to increase understanding and raise awareness of the National Park and the opportunities it offers to new audiences	Dec	On course	Revised	Achieved	
KT	51	Improve effectiveness of the Authority website:	May	Achieved	-	-	-
		a) research and implement at least one of the following on the Authority website: podcasting, RSS newsfeed b) conduct a new user evaluation of the website	Aug	On course	Achieved	-	-

Make information about the Yorkshire Dales National Park easily accessible and relevant to a diverse range of groups and individuals, focusing on the urban areas of Yorkshire, Lancashire and Teesside that surround it, including:

- increase the percentage of residents in Keighley and Bradford who are aware of the Park from 25% in 2005 to 30% by 2011. (UE3)
- 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;
- increase the number of visitors from black and minority ethnic communities from 1% in 2005 to 2% in 2011 (UE3)
- increase the number of education service users to over 5,000 by December 2008
- each year develop and implement one new programme of formal or informal education or training to encourage schools and groups to get involved in conserving the special qualities of the Yorkshire Dales National Park (UE5)
- develop an annual programme of National Park Authority events, walks and activities based on the special qualities of the Yorkshire Dales National Park to promote understanding and deliver wider benefits such as health and spiritual well-being (UE9)

BW	52	Complete the Natural England funded 'Beyond the Boundary' diversity project:					
		a) arrange a 'Beyond the Boundary' celebration event	Aug	On course	Achieved	-	-
		b) deliver a programme of cricket matches twinning Bradford teams and Dales teams	Sep	On course	Achieved	-	-
		c) complete the 'Beyond the Boundary' project report and deliver to Natural England	Sep	On course	Achieved	-	-

¹⁸ Investigations into proposed new method of interpretation – using Bluetooth technology to download interpretive information – proved too expensive to implement. Instead, we have agreed to take part in a research project (potentially funded by the Scottish Executive) which may give us access to this technology. Work likely to start in 2008/9.

¹⁹ Plan developed and agreed. £5,000 funding to cover costs of employing external consultant to focus on this project was agreed at December F&R. A suitable contractor will now be appointed but recent staff changes within the Communications and Planning teams mean that work is unlikely to be completed during this financial year.

BW	53	Develop the effectiveness of the NPA annual events programme: a) evaluate the 2007 summer programme of events b) deliver the NPA annual events programme for 2007 c) produce the 2008 events programme and market it to targeted groups	Sep Dec Mar	On course On course N/C	Achieved On course On course	- Achieved On course	-
BW	54	Complete year two of the Council for National Parks 'Mosaic Partnership': a) organise a 'Community Champions' group leader visit b) host the 'Mosaic Partnership' annual conference c) engage with five new community champions from under-represented groups within the National Park catchment d) organise a workshop for staff, members and Community Champions to facilitate organisational change	May Nov Mar Mar	Achieved On course On course N/C	- On course On course N/C	- Achieved On course On course	-
BW	55	Deliver a programme of Dales Experience visits, promoting physical and mental health and well being, for a diverse range of community groups: a) run 2 focus group activities for young people b) work in partnership with the National Trust to deliver a programme of 10 activities for urban groups	Mar Jan	N/C On course	Rescheduled Achieved	On course -	-
BW	56	Develop and deliver a project on the IIFA theme of 'Bollywood': a) deliver a programme of 'Bollywood' events at venues across the National Park, including an exhibition at DCM b) complete an evaluation report of the project	Jun Nov	Achieved N/C	- On course	 Achieved	-
BW	57	Increase the numbers of visiting education groups who have prior knowledge of the National Park message: a) evaluate interactive education resources on the website b) develop two new interactive education resources on the Authority website c) update / develop two resources for education groups	Jul Dec Mar	On course On course N/C	Achieved On course N/C	Rescheduled ²⁰ On course	-
BW	58	Work in partnership with YDMT to deliver year three of 'Learning in Limestone Country' project, providing outreach activities in Lancashire, Craven and West Yorkshire	Mar	On course	On course	On course	
BW	59	Develop one project to encourage young people to get involved in conserving the special qualities of the National Park	Dec	N/C	Achieved	-	-
BW	60	Deliver an annual programme of activities for education groups	Mar	On course	On course	On course	

²⁰ One new interactive resource completed and available on the website. Second delayed to allow extra evaluation and consultation with users. Development well underway and expected to be complete and available on the website by March.

Support high quality sustainable tourism for all, which promotes understanding and the conservation of the Yorkshire Dales National Park:

- increase the number of businesses offering 'sustainable tourism products' from 25% in 2006 to 50% by 2010 (UE10)
- increase the numbers of people who access information through National Park Centres to 670,000 by March 2008
- use publications, events and other opportunities to encourage businesses, residents and visitors to buy and source local food and products that support national park purposes (EE9)

JB	61	Influence the Regional Tourism agenda via the Yorkshire Dales and Harrogate Tourism Partnership including:					
JB		a) develop and implement Destination Management System (DMS)	Oct	On course	Achieved	-	-
KB		b) collate and promote the programme of events	Nov	On course	Achieved	-	-
		c) implement the part of the Sub Regional Cycle Strategy that relates to the Dales	Mar	On course	On course	Achieved	
FR	62	Improve facilities and widen audiences at Dales Countryside Museum:					
		a) deliver Hidden History exhibition	Nov	On course	On course	Achieved	-
		b) complete Renaissance Partnership Project to enhance the collections and displays through an oral history and community engagement programme	Mar	On course	On course	On course	-
		c) install public access points within the Time Tunnel gallery and study room to enhance the accessibility of all catalogued items	Mar	N/C	N/C	Postponed ²¹	-
FR	63	With support from Yorkshire Culture, develop the Turntable social enterprise project:					
		a) carry out a feasibility study of retail options	Mar	On course	Rescheduled	On course	
		b) carry out a feasibility study of options for developing facilities at the Dales Countryside Museum	Mar	On course	Rescheduled	On course	
		c) if appropriate, produce a development plan for retail services to promote understanding and increase financial contribution	Mar	On course	On course	On course	
		d) if appropriate, develop a funding package to provide new facilities via the 'Turntable' project		On course	Postponed	-	-
JB	64	Through the Tourism Partnership include sustainable tourism indicators in their new business registration scheme	May	Achieved	-	-	-
JB	65	With the Tourism Partnership assess feasibility of gaining Europarc accreditation	Jul	Achieved	-	-	-

²¹ Project improved and revised as we can now embed the computerised catalogue within our Authority website rather than have it on standalone systems. This is better but it will take longer to develop, with expected completion in summer 2008.

DEVELOPMENT CONTROL

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

- determine 100% of applications in line with adopted Development Plan Policies
- ensure that at least 60% of new homes are provided on previously developed land each year
- ensure that no more than 35% of appeals are allowed following refusal of a planning application
- provide an enforcement service that minimises environmental harm by regularising 60% of cases within 16 weeks.
- improve the quality of 70% of applications through officer advice and negotiation.
- avoid the loss of existing employment land and premises and ensure that, by 2011, at least 9 hectares of employment land have been made available for sustainable, high-quality economic development; (EE6)
- prevent the introduction of significant new development 'detractors' from the landscape (L4)

AM	66	Take action to resolve 50% of enforcement cases within 16 weeks	Mar	Revised	On course	Revised ²²	
AM	67	Complete a Review of Standard Conditions to ensure they are up to date & fit for purpose	Jun	Achieved	-	-	-
AM	68	Revise & re-consult on the Design Guide	Mar	On course	On course	On course	

Maintain the efficiency of the development control service, so that: 65% of 'minor' and 80% of 'other' planning applications are being determined within eight weeks

PW	69	Improve operation of the planning committee: a) review presentation of consultation responses b) review operation and current extent of call-ins, and decide whether appropriate to set 'call-in' criteria and associated processes	Sep Oct	On course On course	Achieved On course	- Achieved	-
TL	70	Provide support to agents, applicants and consultees to take up electronic services provided, so that: a) 10% of applications and 20% of consultation responses are received on-line; b) 20% of applications and 40% of consultation responses are received on-line	Apr Mar	Achieved On course	- On course	- On course	-

Provide a helpful and responsive development control service, which meets 83% of the Office of the Deputy Prime Minister (ODPM) 'Quality of Service Checklist' criteria by March 2010, so that at least 88% of applicants are satisfied with the service provided.

PW	71	Complete a survey of planning consultees and objectors to assess satisfaction with the service provided	Dec	On course	On course	Achieved	
PW	72	Complete installation of Document Management System to improve public access to digitised information	Sep	Rescheduled	Achieved	-	-

²² Currently meeting 50% target but likely to decline to around 45% due to maternity leave in the last quarter of the year.

FORWARD PLANNING

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

DP	73	Provide an up-to-date development framework:						
PS		a) publish the revised Local Plan	Jun	Achieved	-	-	-	
PS		b) consult on 'Issues and Options' paper on Minerals and Waste	Jun	Achieved	-	-	-	
PS		c) consult on Statement of Community Involvement	Sep	On course	Achieved	-	-	
PS		d) produce annual report on progress in implementing Local Plan	Jan	On course	On course	Achieved	-	
PS	74	Complete Scoping Report for Sustainability Appraisal	May	Achieved	-	-	-	
PS	75	Install on-line consultation & data base system for LDF	Mar	Rescheduled	On course	Postponed ²³		

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. (CC10)

PB	76	Through the Sustainable Development Fund provide support to at least 15 new projects	Mar	On course	Achieved	-	-
GS	77	Work with local authorities, LSPs, community groups, Yorkshire Forward and others to support sustainable economic development:					
PB		a) assist the submission of viable proposals for high-quality, green economic development of Langcliffe Quarry;	Sep	Rescheduled	Achieved	-	-
		b) encourage active community involvement in 'green projects, including 'sustainable development appraisals';	Mar	On course	On course	On course	
PB	78	Provide support for socio-economic initiatives that are compatible with NP purposes and contribute to policy development through the work of the York and North Yorkshire Partnership Unit and input into sub-regional partnerships.	Mar	On course	On course	On course	
PB	79	Promote sustainable socio-economic initiatives through support of the NY Rural Target Fund	Mar	On course	On course	On course	

By 2008 use the Local Development Framework to set targets for increasing the amount of affordable and local needs housing, and then work through partnerships to meet those targets, including through social housing for rent, subsidised ownership, and shared ownership. (CC1)

PS	80	Consult on 'Issues and Options' paper on Housing	Jun	Achieved	-	-	-
----	----	--	-----	-----------------	---	---	---

²³ Selected system proved inappropriate. Further evaluation required – August 08

Work with our partners to provide a clear, up-to-date framework for the management of the National Park and develop and publish landscape character guidelines by December 2007

PB	81	Keep implementation of the National Park Management Plan under review: a) establish National Park Management Plan monitoring group to oversee progress b) launch 'interactive' web-pages to provide up-to-date information on progress in implementing the Plan and the 'State of the Park' c) produce first annual update of the 'State of the Park'.	May	Achieved	-	-	-
			Sep	On course	Achieved	-	-
			Mar	On course	On course	On course	
GS	82	Provide a clearer framework for enhancing the landscape character of the National Park: a) develop a programme for the preparation of draft landscape character guidelines b) produce landscape character guidelines for consultation c) adopt final landscape character guidelines	Dec	Rescheduled	Rescheduled	Achieved	-
			Mar	Rescheduled	On course	Postponed ²⁴	-
				Postponed	-	-	-

²⁴ Dependent on decisions of National Park Management Plan Steering Group, which is now due to meet in May.

CORPORATE AND DEMOCRATIC CORE

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

- achieve at least 80% of the actions identified in the Best Value Performance Plan (BVPP) each year
- achieve the revised 'Investors in People' (IIP) standard by December 2007.

RB	83	Support and empower staff to provide professional, positive and proactive services to the public: a) complete successful reassessment against the 'Investors in People' standard b) undertake a programme of management development for all line managers, and review its impact c) complete a review of all Personnel policies, in line with the HR strategy	Nov Feb Mar	On course On course On course	On course On course On course	Achieved On course On course	-
GS	84	Strengthen the planning and management of the Authority's business: a) complete a review of the Authority's performance in dealing with natural environment and cultural heritage consultations	Aug	On course	Achieved	-	-
RD		b) review all documentation used in tendering and contracting, ensuring that it is up to date, meets legal requirements, and protects the Authority's position	Dec Mar	On course On course	On course On course	Achieved On course	-
DB		c) review two Authority services identified as having scope for improvements to performance					
IB	85	Manage the Authority's resources so as to most effectively achieve its long-term objectives: a) undertake a comparative 'cross NPA' review of staff-related costs to inform the 2008/09 budget setting process	Aug	On course	Achieved	-	-
RB		b) identify and put in place cost-effective arrangements for monitoring the authority's environmental performance	Dec	On course	Rescheduled	Achieved	-
RB		c) review all 'overhead' spending to achieve savings and environmental benefits	Mar	On course	On course	Achieved	-
RB	86	Review, implement and publicise the revised Financial Grant Memorandum	Dec	Rescheduled	On course	Rescheduled ²⁵	-
SJ	87	Put in place arrangements to ensure follow through with commitments made to stakeholders and partners, and increase continuity when change over of staff occurs: a) examine recruitment and exit procedures e.g. to fill vacancies more quickly, improve induction briefings and exit interviews/debriefings	Mar	N/C	Rescheduled	On course	
		b) develop appropriate administrative arrangements, including consideration of 'live' project notes, process manuals, library of key documents etc	Mar	N/C	N/C	On course	
KB	88	Assess project management systems used by other organisations, including project management software, and introduce appropriate arrangements	Nov	On course	Rescheduled	Achieved	-

²⁵ Work has been completed and the final draft version agreed with Defra, who intend to issue it on 1 March.

GS	89	Rationalise the Authority's strategic planning structure: a) create a widely-accessible 'library' of the Authority's plans and strategies b) review the current framework and set up a programme to reduce the number of plans and strategies c) establish a consistent approach to the use of terminology in Authority plans d) publicise the new framework across and outside the Authority	Aug Aug Aug Dec	Rescheduled Rescheduled On course On course	Achieved Achieved Achieved On course	- - - Rescheduled ²⁶	- - - -
GS	90	Update all plans and strategies to make clear links with the updated NPMP and ensure a consistent approach to monitoring progress: a) establish a programme to update the objectives in other plans and strategies b) establish consistent arrangements and timetable for preparing, reviewing and updating all plans and strategies	Aug Aug	Rescheduled Rescheduled	Achieved Achieved	- -	- -
PB	91	Put in place arrangements to make it easier to find and share research and survey information across the Authority	Jan	On course	On course	Achieved	-

Provide high quality, efficient and effective services to the public in a way that responds to the needs of users and ensures that they are widely accessible to those who live, visit or work in the National Park, including paying 100% of invoices within 28 days by 2008

KT	92	Carry out a review of the development of the Authority's website and related electronic services to identify lessons learned	Feb	On course	On course	Achieved	
SF SF	93	Enhance arrangements for electronic delivery of all appropriate services: a) introduce 'Access Gateway' software to enable more off-site working b) carry out a review of the installation and operation of the Wide Area Network and Intranet facility to identify lessons learned	Mar Aug	N/C On course	Rescheduled Achieved	On course -	-
SF IB		c) review the Authority's provision and use of Geographical Information Systems d) introduce systems to allow direct payment of suppliers	Dec Feb	N/C N/C	On course N/C	Achieved Achieved	
PD	94	Premises management: a) refurbish Stonedykes ranger base b) prepare complete intranet-based records for all the Authority's properties c) create an extension to the workshop at Grassington to meet health and safety requirements and enable larger works to be carried out	Aug Mar Mar	On course On course N/C	Achieved Rescheduled On course	- Postponed ²⁷ Postponed ²⁸	- - -
GS SJ	95	Actively promote equality of opportunity within the Authority: a) develop and publish a Disability Equality Scheme b) as they are reviewed, ensure all personnel policies are in line with current equality legislation	Feb Mar	Re-scheduled On course	Rescheduled On course	On course On course	

²⁶ Publicised internally but still needs to be added to website etc. Will be done by end March.

²⁷ Due to long-term sickness absence

²⁸ Postponed to 2008/09 so that work can be co-ordinated with other developments on that site (asbestos removal, wood fuelled heating installation)

GS	96	Improve the Authority's effectiveness in securing external funding: a) identify priorities for external funding to assist the Yorkshire Dales Millennium Trust b) run a workshop to raise staff awareness of funding opportunities c) review current external funding performance and make recommendations on future external funding opportunities	May Jun Nov	Achieved Achieved On course	- - Rescheduled	- - Achieved	- - -
RD	97	Continue to develop effective corporate governance: a) establish a Local Code of Corporate Governance b) introduce a new code of conduct for Authority members c) review the effectiveness of the arrangements for 'Member Champions', and implement any changes d) create a comprehensive and accessible database of all approved internal policies and procedures	Jun Jul Sep Oct	Achieved On course On course On course	- Achieved Achieved Achieved	- - - -	- - - -
DB	98	Put in place all necessary arrangements for local handling of complaints against members		N/C	Postponed	-	-
DB	99	Manage the reduction in the size of the Authority's membership and implement the necessary changes in structure	Sep	On course	Achieved	-	-
AG	100	Develop a corporate programme for future public consultation	May	Achieved	-	-	-

Glossary of Lead Officers

AH	Alan Hulme	IB	Irene Brannon	PW	Peter Watson
AM	Andrew McCullagh	JA	Jon Avison	PS	Peter Stockton
AR	Andy Ryland	JB	Julie Barker	RB	Richard Burnett
AS	Adrian Shepherd	JD	John Dwyer	RD	Richard Daly
BW	Bill Wood	KB	Kathryn Beardmore	RL	Rae Lonsdale
DB	David Butterworth	KT	Kath Taylor	RW	Robert White
DP	Dave Parrish	LW	Louise Williams	SF	Steve Funnell
FR	Fiona Rosher	MS	Mark Stephenson	SJ	Sally Jowett
GE	Gareth Evans	PD	Paul Drake	TL	Tracey Lambert
GG	Geoff Garrett	PB	Phil Brown	TT	Tim Thom
GS	Gary Smith				

Best Value Action Plan 2007/08
Summary of Performance by 'Functional Heading'

	No.	%
Conservation of the Natural Environment	36	
Achieved	14	39%
On course	16	44%
Rescheduled/Revised	4	11%
Postponed	1	3%
Not commenced	1	3%
Conservation of the Cultural Heritage	24	
Achieved	8	33%
On course	11	46%
Rescheduled/Revised	4	17%
Postponed	1	4%
Recreation Management	51	
Achieved	13	25%
On course	25	49%
Rescheduled/Revised	5	10%
Postponed	8	16%
Promoting Understanding	54	
Achieved	33	61%
On course	14	26%
Rescheduled/Revised	2	4%
Postponed	5	9%
Development Control	9	
Achieved	6	67%
On course	3	33%
Forward Planning	18	
Achieved	11	61%
On course	4	22%
Postponed	3	17%
Corporate and Democratic Functions	40	
Achieved	27	67%
On course	8	20%
Rescheduled/Revised	2	5%
Postponed	2	5%
Not commenced	1	3%