

YORKSHIRE DALES NATIONAL PARK AUTHORITY

28 March 2006

BEST VALUE ACTION PLAN 2006/07**Purpose of report**

To seek Members' approval for the detailed actions that the Authority will undertake during 2006/07 in order to achieve its objectives.

Strategic Planning Framework

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

Background

The Authority is required to produce an annual Best Value Performance Plan (BVPP) by 30 June each year. Amongst other things, the Plan should include the actions that the Authority plans to take in the coming year to improve its services and achieve its objectives.

The Authority determined its priorities for 2006/07 in July last year. These priorities guided the development of a detailed budget (covering spending proposals for all areas of the Authority's work) by the Finance and Resources Committee in November. The Authority subsequently approved this budget in January.

The draft Action Plan (**attached as an Annex**) translates the spending proposals in the approved budget into a series of actions that will be carried out during 2006/07 to meet the Authority's objectives.

The 2006/07 Best Value Action Plan

The draft Action Plan shows all of the Authority's current objectives. For each objective, the table shows:

- a) the key actions that will be taken;
- b) the date by which each action will be completed;
- c) the lead officer (a glossary at the end of the Action Plan gives full details)

The Action Plan includes:

- a) actions from the 2005/06 Action Plan that have already been postponed into 2006/07;
- b) actions arising from the National Park Authority Performance Assessment process.

Members should be aware that there will probably need to be some further minor adjustments to the Action Plan for 2005/06 because:

- a) there may yet be some further actions from 05/06 that have to be carried over into 06/07;
- b) there are one or two areas of the Authority's work where the detailed work programme is still being finalised;
- c) the programme of actions arising from the NPAPA is dependent on Member decisions on the NPAPA Improvement Plan, which is a separate item on this agenda.

Any adjustments to the Action Plan will be reported to the next meeting of the Audit and Review Committee in June.

Progress on the Action Plan is reported at the end of each quarter to the Audit and Review Committee (1st and 3rd quarters) and the Authority (2nd and final quarters).

Conclusion

The Best Value Action Plan for 2006/07 sets out the key actions that will be taken to achieve the Authority's objectives, taking account of the Authority's agreed priorities.

RECOMMENDATION

That members formally approve the Authority's Best Value Action Plan for 2006/07.

GARY SMITH
HEAD OF CONSERVATION AND POLICY

Background documents: None

15 March 2006

BEST VALUE ACTION PLAN 2006/07

1. CONSERVATION OF THE NATURAL ENVIRONMENT

Objective 1 - Priority A and B:

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:

- Complete a Park-wide survey of the extent and condition of important habitats by December 2006;
- Respond to 90% of nature conservation consultations within the agreed period by 2008.

	Action 2006/07	When	Who
1	Continue programme of surveys of the extent and condition of important habitats: a) Complete a survey of woodland habitats in the Cumbria District of the Park b) Complete final phase of the survey of Richmondshire District of the Park	Oct Dec	TT
2	Continue implementation of Species Action Plans (SAPs) including: a) Work with Leeds University on Year 1 of a research project to determine the relationship between breeding wader populations and productivity and habitat quality; b) Deliver the 'Aren't Birds Brilliant' peregrine viewing scheme at Malham Cove in partnership with the RSPB; 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) Promote single species visitor surveys of Green Hairstreak and Common Blue butterflies	Mar Jul Sep Mar Aug	TT
3	Work with English Nature and other NPAs to improve biodiversity monitoring and action: a) Support <i>Nature in the Dales</i> Biodiversity Forum conference; b) Produce two 'Habitat Information' booklets; c) Produce a report on the state of biodiversity in the National Park; d) Develop the 'Special Sites' & 'Best Places to see' pages of the biodiversity section of the website;	Oct Dec Mar Nov	TT

e) Complete <i>Nature in the Dales</i> Annual Report;	Mar	
f) Complete work on updating the national Biodiversity Action Reporting System by including status and trend information;	Mar	
g) Create a digital biodiversity map of the Dales	Mar	

Objective 2 - Priority A & B

Work with our partners to ensure the implementation of the actions set out in the Local Biodiversity Action Plan ('Nature in the Dales') to conserve and enhance the distinctive species and habitats of the National Park, including:

- Influencing farming and land management practices so as to increase the area of the Park in 'good conservation management' to 120,000ha (86%) by 2007;
- Doubling the area of broadleaved woodland from 1.6% of the Park in 1995 to 3.2% of the Park by 2020;
- 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.

4	Complete all aspects of the Limestone Country Project: a) support the launch of the Limestone Country brand and marketing campaign; b) identify how the Limestone Country Project (or other similar conservation grazing scheme) could continue beyond the end of the existing funding period; c) produce four newsletters promoting the scheme; d) complete data collection and research and publicise the results.	Apr Sep Mar Mar	LW
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; 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; c) compile at least 25 Farm Environment Plans to assist farmers to enter HLS; d) carry out 'care and maintenance' visits for 20 farms in existing agri-environment agreements	Oct Mar Mar Mar	AS
6	Work with North Pennines AONB, English Nature, FWAG, Flora Locale & YDMT to implement year 1 of the 'Meadow Heritage' Project:	Mar	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	TT

8	Increase the area of native woodland, including: a) fund and advise on the planting of 20 ha of new native woodland with the Forestry Commission; b) advise and support YDMT to fund the planting of 40 ha of new native woodland; c) work with the YDMT, Forestry Commission and others to develop a new programme of funding to achieve targets set in the Regional Forestry Strategy.	Mar Mar Mar	GG
9	Review and re-negotiate 5 Woodland Management Agreements	Mar	GG
10	Support economic opportunities based on the sustainable use of woodlands within the Park: a) continue to support Yorwoods' work to develop economic woodland initiatives in North Yorkshire; b) support the development of timber processing and training activities at Gayle Mill.	Mar Mar	GG
11	Publish the revised Dales Woodland Strategy.	Sep	GG
12	Develop the involvement of local management & monitoring groups for the Craven, Richmondshire & South Lakeland Local Nature Reserves	Mar	TT

2. CONSERVATION OF THE CULTURAL HERITAGE

Objective 1 - B & C

Work with our partners to ensure that we have up-to-date (i.e. less than 5 years old) information on the condition of all the designated historic features within the Park, and make that information widely available.

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	MS
14	Survey one fifth of the Listed Buildings in the Park to identify those 'at risk'	Mar	MS
15	Extend the Monuments at Risk survey to include 200 non-scheduled monuments	Mar	RW
16	Carry out archaeological field survey over 1,000 ha and incorporate results into the Historic Environment Record	Mar	RW
17	Work with NYCC to complete the historic landscape characterisation across the whole of the Park.	Dec	RW
18	Work with English Heritage to deliver a Historic Land Management Characterisation pilot project in Swaledale	Dec	RW

Annex

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	RW
20	Increase accessibility of historic environment information: a) develop new thematic pages for 'Out of Oblivion' website b) create/update 1000 'new' Historic Environment Record records; c) transfer at least 20% of HER supporting data to electronic format and reduce paper content by 10%; d) make village interpretation available through the website	Mar Mar Mar	RW
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 Oct	RW

Objective 2 - Priority B & C

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

- Advise and assist in the restoration of 80 traditional field barns, and take action to save 10 'at risk' listed buildings or features by March 2007;
- Prepare management prescriptions for 40 Scheduled Ancient Monuments and bring at least 10 into appropriate management by March 2007.

22	Work with DEFRA's Rural Development Service to provide advice on the restoration of 25 traditional field barns	Mar	MS
23	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	RW
24	Reduce the number of listed buildings/features 'at risk': a) take action to remove two listed buildings from the 'At Risk' Register; b) work with North Yorkshire and Cumbria County Council to restore 12 milestones, including 5 that are listed and 'at risk'.	Mar Jun	MS
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 and Ribbleshead construction camps	Mar Mar	RW
26	Assist in the launch of the draft Local Geodiversity Action Plan and raise wider awareness of geo-diversity issues.	Aug	RW

27	Produce two management plans for existing Conservation Areas	Mar	MS
----	--	-----	----

3. RECREATION MANAGEMENT

Objective 1

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:

- Improving 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
- Contributing to the production and implementation of a Rights of Way Improvement Plan for the Dales by 2007
- Put in place management plans for 75% of sensitive routes by 2008
- no more than 5% of open access land is subject to long-term restrictions
- Continuing to review and update the Definitive Map, producing fully digitised version by 2010
- Working with Countryside Agency to open the Pennine Bridleway through the Dales by 2010.

28	Produce annual report outlining progress in achieving outcomes identified in the Integrated Access Strategy.	Feb	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: <ul style="list-style-type: none"> 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 Sep Nov Jan Mar	KB
30	Implement the maintenance plan through a continuing programme of works to maintain and improve rights of way: <ul style="list-style-type: none"> a) Produce an annual report outlining progress and outcomes. b) 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; c) Develop a suite of local performance indicators to measure the condition of public rights of way infrastructure (stiles, gates, river crossings etc); d) Set targets and report progress on PROW indicators in the 2nd and 3rd quarter; e) Work with the County Councils to produce a Rights of Way Improvement Plan for the Dales 	Mar Mar Jul Sep Mar	AH

Annex

31	<p>Develop recreational opportunities:</p> <p>a) Seek the LAF's advice on how the recreational charter should be publicised, and how participation in recreational activities can be increased;</p> <p>b) Complete the audit of recreation activities by identifying where different recreation activities take place in the National Park.</p>	<p>Jun</p> <p>Jan</p>	KB
32	<p>Implement CRoW Act Part 1 (open access):</p> <p>a) Seek the LAF's advice in producing a comprehensive 'open access' management plan.</p> <p>b) continue to monitor the use of open access land, particularly in relation to areas of SSSI, through the Ranger Service and Dales Volunteers.</p> <p>c) Continue to identify and enhance 'open access' opportunities through the provision of 40 new crossing points</p> <p>d) Produce two newsletters for all land managers about recreation and 'open access' issues.</p> <p>e) Manage the restrictions process to determine 90% of applications for restrictions and exclusions within the designated period.</p> <p>f) Review the agreement with the Countryside Agency with regard to use of the open access contact centre;</p>	<p>Aug</p> <p>Mar</p> <p>Mar</p> <p>Mar</p> <p>Mar</p> <p>Dec</p>	AH
33	<p>Support the work of the Local Access Forum, by helping them to implement their annual action plan, where appropriate.</p>	<p>Mar</p>	KB
34	<p>Continue programme of work to implement the Pennine Bridleway:</p> <p>a) Produce a 5-year maintenance plan for sections of the PBW route already open and maintain engineered sections of the Pennine Bridleway in condition 1.</p> <p>b) Seal legal Creation agreements for: Selside, Newby Head & Garsdale;</p> <p>c) Produce designs, plans and permissions for new bridge at Selside;</p> <p>d) Edge Lane project,</p> <p>e) Mitchell lane project,</p> <p>f) Little Stainforth project</p> <p>g) Stainforth Alternative route.</p>	<p>Jun</p> <p>Jun</p> <p>Sep</p> <p>Mar</p> <p>Mar</p> <p>Mar</p> <p>Mar</p>	GE
35	<p>Provide more opportunities for 'Access for All':</p> <p>a) Complete the 'Access for All' audit for the National Park and publish the results.</p> <p>b) Publish and publicise a Good Practice Guide for Businesses in relation to the DDA and economic opportunities.</p> <p>c) Undertake works to make 1.5 km of public rights of way accessible by wheelchair</p>	<p>Jun</p> <p>Jun</p> <p>Mar</p>	KB

Annex

	d) Undertake works to make 3 km of public rights of way accessible to those with limited mobility.	Mar	
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 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) Clearly sign all bridleways that do not have vehicular rights.	Jun Jun Sep Mar	JA
37	Review the highways delegation agreement with the county councils.	Jun	JA
38	Keep the Definitive Map under continuous review: a) Produce prioritised list of outstanding anomalies b) Digitise the Definitive Map for Richmondshire; c) Open 20 new Order cases; d) Take 20 cases to Order-making decision; e) Resolve 15 of the anomalies identified above	Apr Sep Mar Mar Mar	JD

Objective 2 - Priority E

Support the work of the Yorkshire Dales Sustainable Travel Partnership to promote the use of sustainable and integrated forms of transport to and within the National Park, including:

- **produce a sub-regional cycling strategy by December 2006;**
- **contribute to the production of the County Councils' Local Transport Plans by March 2007**

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	AR
40	Consult on, and finalise, the sub-regional cycling strategy.	Jun	KB

41	Contribute to the development of the final Local Transport Plan 2.	Mar	AR
42	Amalgamate the county council's hierarchies to produce an advisory road hierarchy for the Yorkshire Dales.	Sep	AR

Objective 3 - Priority B

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

43	Support the development of three new projects initiated by Dales Volunteers.	Sep	RL
----	--	-----	----

Objective 4 - Priority E

Provide three placements each year through the Dales Apprenticeship Scheme in partnership with YDMT and Craven College

44	Work with YDMT to secure funding to continue and further expand the scheme.	Mar	AH
----	---	-----	----

Objective 5 - Priority D

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.

45	Take action to manage car parks and toilets effectively:		JA
	a) Introduce charges for residents' passes;	Apr	
	b) re-develop Stainforth Car Park (subject to funding from the Countryside Agency);	Mar	
	c) Consider future of Castle Bolton and Linton toilets.	Mar	
	d) Include data on car park ticket sales in the access and recreation monitoring report.	Mar	

4. PROMOTING UNDERSTANDING

Objective 1 - Priority D

To provide accessible and high quality information and initiatives, and national curriculum related education activities and resources, that promote understanding and raise awareness of the opportunities the Yorkshire Dales National Park offers to target audiences (minority ethnic, urban, disabled and youth) :

- 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;
- 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 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
- increase the number of education service users to over 4,000 by December 2008

46	Complete year three of the Countryside Agency funded 'Beyond the Boundary' diversity project: a) Evaluate impact of second year activities b) Evaluate impact of the 'Yours to Explore' video; c) Complete a programme of cricket matches twinning Bradford teams and Dales teams	Jun Dec Oct	BW
47	Deliver the annual NPA events programme: 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) Develop a database to market events programme to target audiences; e) Evaluate impact of the outreach events programme; f) Include 10 new activities for outreach groups.	May Oct Oct Dec Mar Mar	BW
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	KT
49	Deliver YDNPA input for year two of the Council for National Parks 'Mosaic Partnership'. a) Organise a programme of group leader visits.	Dec	BW

Annex

	<p>b) Provide up to 5 mentoring opportunities and up to 5 work-shadowing opportunities for community champions.</p> <p>c) Engage with 5 new community champions from under-represented groups within the YDNP catchment.</p>	<p>Mar</p> <p>Mar</p>	
50	<p>Increase awareness of the YDNP amongst visiting education groups:</p> <p>a) develop interactive education resources on the NPA website;</p> <p>b) establish a baseline for web-based Education Service users;</p> <p>c) provide Education Service promotional materials to groups visiting National Park Centres;</p> <p>d) provide Education Service promotional materials to all education organisations in the National Park catchment area;</p>	<p>May</p> <p>Dec</p> <p>Mar</p> <p>Mar</p>	BW
51	Chair the management group of the 'Education for Sustainable Development Forum' for education organisations in the Yorkshire and the Humber Region.	Mar	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	BW

Objective 2 - Priority B

Support sustainable tourism that helps to promote understanding and the conservation of the Yorkshire Dales National Park:

- increase percentage of tourism providers who are offering a 'sustainable tourism product' from 25% (2005) to 50% by 2010;
- increase the numbers of people who are accessing our visitor services to 670,000 by March 2008

53	<p>Improve the effectiveness of National Park Centres:</p> <p>a) Carry out a redevelopment of the interpretation at Malham NPC;</p> <p>b) Develop action plans to improve effectiveness of each NPC;</p> <p>c) Evaluate effectiveness of new partnership at Sedbergh;</p> <p>d) Implement action plans;</p>	<p>Mar</p> <p>Jun</p> <p>Jan</p> <p>Mar</p>	JB
54	Evaluate effectiveness of 'Flagship' NPCs, 'Partnership' NPCs and PIP network in line with national Minimum Service Standards.	Dec	JB
55	<p>Support sustainable tourism:</p> <p>a) Establish '<i>Yorkshire Dales Tourism</i>', the Area Tourism Partnership (ATP) for the Yorkshire Dales.</p> <p>b) Develop an ATP action plan</p>	<p>Jun</p> <p>Jul</p>	JB

Annex

56	<p>Improve facilities and widen audiences at Dales Countryside Museum:</p> <p>a) Upgrade MODES software to enhance accessibility of the collection</p> <p>b) Develop of web pages linked to other research sites;</p> <p>c) Work with volunteers to develop collections and research areas based on gallery subjects;</p> <p>d) Develop a funding package to provide new facilities via the 'Turntable' project.</p>	<p>Jun</p> <p>Sep</p> <p>Oct</p> <p>Mar</p>	FR
57	<p>Improve retail services to promote understanding and add financial contribution:</p> <p>a) carry out a feasibility study of retail options via the Turntable project;</p> <p>b) use results to produce a development plan for retail services.</p>	<p>Sep</p> <p>Jan</p>	KS
58	Develop a single database that will link Area Tourism Partnership and YDNPA events listing	Oct	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	JB
60	<p>Obtain detailed information about visitors to the National Park:</p> <p>a) Adapt existing surveys to fill any gaps from England Day Visitor Survey (EDVS);</p> <p>b) Complete EDVS and report results.</p>	<p>Dec</p> <p>Dec</p>	JB

Objective 3 - Priority A, C, D, E

To 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 March 2007
- At least 700,000 users per year are using the Authority's 'Promoting Understanding' services and website by March 2007
- The four flagship National Park Centres have an average effectiveness rating of 90% by 2008
- The YDNP profile throughout England and Wales, as measured by the national opinion poll 2001, rises from 7% to 10% by March 2007
- 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
- All residents are aware of the National Park, 80% are aware of the National Park Authority, and at least 70% have an understanding of National Park purposes and/or special qualities by December 2009.

Annex

61	<p>Communicate more effectively with visitors and residents:</p> <ul style="list-style-type: none"> a) Publish and distribute two issues of the Dales newspaper for National Park residents; b) Carry out focus-group style evaluation of effectiveness of 'Dales' with selected residents; c) Introduce new trial e-format version of <i>Dales</i> residents' newspaper for publication on the web. d) Carry out face-to-face evaluation exercise on Visitor 2006 with at least two visitor groups and incorporate results into production of Visitor 2007 newspaper. e) Publish 220,000 copies of the Visitor 2007 newspaper. 	<p>Mar Mar Mar Oct Jan</p>	KT
62	<p>Increase effectiveness of interpretation methods at reaching a wide range of audiences and raising awareness and understanding:</p> <ul style="list-style-type: none"> 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. 	<p>Oct Mar Mar</p>	KT
63	<p>Develop the brand for both YDNP and YDNPA :</p> <ul style="list-style-type: none"> 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. 	<p>Aug Aug Dec Feb</p>	KT
64	<p>Promote National Park messages through the media:</p> <ul style="list-style-type: none"> a) evaluate current levels of media coverage of YDNPA/YDNP to establish baseline; b) set targets for media coverage for future years 	<p>Nov Jan</p>	KT

5. DEVELOPMENT CONTROL

Objective 1 - Priority A

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 by:

- Determining 100% of applications in line with adopted Development Plan Policies
- Providing an enforcement service that minimises environmental harm by regularising 60% of cases within 16 weeks by March 2007
- At least 60% of new homes are provided on previously developed land each year
- No more than 35% of appeals allowed following refusal of a planning application

65	Publish a Farm Buildings Design Guide: a) Carry out public consultation on a draft Farm Buildings Design Guide b) Formally adopt the Farm Buildings Design Guide as Supplementary Planning Guidance	Apr Dec	AM
66	Take action to resolve 60% of enforcement cases within 16 weeks by March 2007.	Mar	AM
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) Planning issues to be included in annual programme of PDF meetings	May Jul Jul Aug Mar	PW

Objective 2 - Priority A

Improve the efficiency of the service, so that:

- 65% of 'minor' and 80% of 'other' planning applications are being determined within eight weeks by March 2007
- At least 98% of standard decision notices are issued within two days of decisions

68	Improve efficiency of handling planning applications:		PW
----	---	--	----

Annex

	<ul style="list-style-type: none"> a) Require all applications to be accompanied by all necessary information before validation b) Revise internal arrangements and set and monitor clear targets for all stages of application process; c) Develop a proactive system of caseload management between officers d) Report performance against targets to Planning Committee every quarter 	<p>Apr</p> <p>Apr</p> <p>Apr</p> <p>May</p>	
69	Provide networked access to digitised data.	Jun	PW
70	<p>Improve operation of the planning committee:</p> <ul style="list-style-type: none"> a) Provide training to the Chairman and Deputy Chairman of Planning Committee b) Set and publicise a clear deadline for late representations (Friday before Committee) 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 (e.g. Chairman's approval). 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. 	<p>Apr</p> <p>Apr</p> <p>May</p> <p>May</p> <p>May</p> <p>June</p> <p>Jul</p> <p>Jul</p> <p>Aug</p>	PW
71	<p>Improve procedures for completing s106 agreements:</p> <ul style="list-style-type: none"> a) Identify arrangements to clear backlog of s106 agreements b) Clear backlog of s106 agreements c) Explore options for earlier agreement/drafting 	<p>Apr</p> <p>May</p> <p>Jul</p>	PW

Objective 3 – Priority A

Provide a helpful and responsive service, which meets 83% of the ODPM's 'Quality of Service Checklist' criteria by March 2007, so that at least 90% of applicants are satisfied with the service provided

72	Improve the quality of the service provided to applicants:		PW
----	--	--	----

	<ul style="list-style-type: none"> a) Develop clear, more effective and efficient arrangements for handling enquiries b) Promote new elements of the service to local communities, and promote wider understanding of the planning process; c) Establish weekly planning surgeries in all Planning Officer areas d) Review the structure of the planning department to ensure it is fit for purpose e) Complete a customer satisfaction survey 	May	
		May	
		May	
		Aug	
		Sep	
73	Install document management system to improve public access to digitised information.	Nov	PW

6. FORWARD PLANNING

Objective 1 - Priority C

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

74	Provide an up-to-date development framework:		PS
	a) Produce 'Issues and Options' paper on Minerals and Waste	Jun	
	b) Publish the revised Local Plan	Jul	
	c) Produce a draft Statement of Community Involvement	Jul	
	d) Produce 'Issues and Options' paper on Housing	Nov	
	e) Report annually to the Planning Committee on progress in implementing Local Plan	Dec	
	f) Continue the close involvement of constituent authorities in reviews of economic & housing policies	Mar	

Objective 2 - Priority A

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

75	Through the Sustainable Development Fund provide support to at least 15 new projects	Mar	PB
76	Work with District Councils, Yorkshire Forward and others to develop a range of projects that support sustainable economic development, including:	Mar	GS

	a) 'green communities' b) Langcliffe Quarry depot site		
77	a) 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 projects which benefit the economy of National Parks	Mar	DB
78	Provide support for appropriate socio-economic initiatives through the work of the York and North Yorkshire Partnership Unit	Mar	PB

Objective 3 - Priority D

Work with our partners to provide a clear, up-to-date framework for the management of the National Park by:

- reviewing and updating the National Park Management Plan by August 2006
- developing and publishing landscape character guidelines by December 2007

79	Review and update the National Park Management Plan: a) Complete public consultation on a draft Plan; b) Publish the revised Plan, setting clear and measurable objectives c) Prepare the Management Plan Action Plan; 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	Jun Aug Dec Dec Feb	GS
80	Provide a clearer framework for enhancing the landscape character of the Park: a) Produce draft landscape character guidelines for public consultation; b) Enhance the landscape section of the website to make it easier to access relevant information.	Mar Aug	GS

7. CORPORATE AND DEMOCRATIC CORE FUNCTIONS

Objective 1 - Core Support Activity

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, including achieving at least 80% of the actions identified in the Best Value Performance Plan each year.

81	Support and empower staff to provide professional, positive and proactive services to the public: a) undertake the biennial staff survey b) adopt and publicise the Human Resources Strategy; c) introduce a programme to assure consistent management practice across the authority d) incorporate arrangements for developing management competencies as part of staff appraisal process. e) hold annual meeting of line managers to improve understanding of personnel issues and ensure fair implementation of policies. f) carry out other actions necessary to ensure that the Authority meets the revised 'Investors in People' standard by March 2007	Dec Aug Aug Aug Aug Mar	RB
82	Carry out an annual review of progress on BVPP objectives and comparison with performance of other National Park Authorities.	Jun	GS
83	Review the NPAPA process with DEFRA, Audit Commission and other NPAs to: a) identify lessons learnt; b) agree future process and timescales	May Dec	DB
84	Strengthen the planning and management of the Authority's business: a) draw up a prioritised programme of future service reviews b) review the priority-setting process to consider how it could more clearly incorporate day-to-day activities/costs and 'added value' c) use the revised process to reconsider the Authority's priorities for 2007/08 d) revise the Authority's objectives in light of the updated National Park Management Plan	Sep Jun Jul Nov	GS
85	Manage the Authority's resources so as to most effectively achieve its long-term objectives: a) 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; b) re-invigorate the approach to accessing external funding, including the relationship with the Yorkshire Dales Millennium Trust.	Sep Jun	RB

Objective 2 – Core Support Activity

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 Park, by:

- Making all appropriate services available to the public by electronic means;
- Re-organisation of the Grassington office by September 2006;
- Paying 100% of invoices within 28 days by 2008;
- Achieving Level 3 of the 'Equality Standard' by 2008.

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	KT
87	Enhance arrangements for electronic delivery of all appropriate services, including: a) develop existing systems (document management / intranet; finance) to maximise their potential for internal communication b) introduce systems to enable off-site working c) audit current progress and impact of existing IT 'projects'	Dec Jul Sep	RB
88	Review current arrangements for asset management and procurement, and identify most appropriate approach to future management	Sep	PD
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	Jul Sep	RB
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 current equality legislation	Jul Nov	GS
91	Improve effectiveness of work with the Yorkshire Dales Millennium Trust: a) assess YDMT's current 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 Nov	JA
92	Update, re-publish and re-publicise the Service Standards leaflet, and carry out appropriate monitoring.	Sep	DB

93	<p>Improve communication:</p> <p>a) consider internal and external communication needs, and best approach to delivering key messages to target audiences;</p> <p>b) develop a more pro-active approach, as part of communication strategy to promote YDNPA involvement in socio-economic projects;</p> <p>c) develop a corporate programme for future public consultation;</p> <p>d) develop a model contingency plan for dealing with 'crises' (focused on communication).</p>	<p>Sep</p> <p>Oct</p> <p>Oct</p> <p>Oct</p>	AG
94	<p>Carry out a comprehensive review of corporate governance:</p> <p>a) identify most appropriate 'governance' arrangements/structure for future management and leadership of the Authority;</p> <p>b) update the programme of Member training and development as necessary;</p> <p>c) strengthen the role of the Audit and Review Committee;</p> <p>d) develop guidance to clarify the advocacy and representational role of Members;</p> <p>e) Introduce arrangements for reports on progress and lessons learnt from major projects to go to the appropriate Committee</p>	<p>Jul</p> <p>Sep</p> <p>Sep</p> <p>Sep</p> <p>Sep</p>	DB

Glossary of Lead Officers

- AG Annie Galloway
- AH Alan Hulme
- AM Andrew McCullagh
- AR Andy Ryland
- AS Adrian Shepherd
- BW Bill Wood
- DB David Butterworth
- FR Fiona Rosher
- GE Gareth Evans
- GG Geoff Garrett
- GS Gary Smith
- JB Julie Barker
- JD John Dwyer
- KB Kathryn Beardmore

KS Kevin Smith
KT Kath Taylor
LW Louise Williams
MS Mark Stephenson
PB Phil Brown
PD Paul Drake
PW Peter Watson
RB Richard Burnett
RL Rae Lonsdale
RW Robert White
TT Tim Thom