

Corporate Plan 2011/12

Linton Falls hydropower project



YORKSHIRE DALES
National Park Authority

NATIONAL PARKS
Britain's breathing spaces

Our mission

The Yorkshire Dales National Park Authority exists to secure for the public good the conservation, enhancement, enjoyment and better understanding of the special qualities of the Yorkshire Dales: its wonderful landscape, wildlife and cultural heritage.

We will promote these purposes in the context of a sustainable and dynamic rural economy, paying special attention to the needs of local communities within the National Park.

We will work with partners and stakeholders to engage a wide audience in support for and delivery of national park objectives.

Our aim is to be widely recognised as a centre of expertise and excellence in environmental and conservation policy and practice, in the quality of services we deliver and in the quality of the landscape.

Our core values

Our core values underpin the way in which we will achieve our mission and deliver key services and targets:

1. **Improvement**

We will continually strive to improve our performance in delivering national park purposes and welcome feedback to help us do this.

2. **Accountability**

We will explain and take responsibility for our decisions and actions.

3. **Commitment**

We will do what we say we will do.

4. **Integrity**

Our relationships with the public, partners and each other will be built on honesty, transparency, equality, impartiality and consistency. We will welcome and respect diversity and demonstrate equality in working relationships.

5. **Involvement**

We will be open, approachable, and proactive in encouraging wider and diverse participation in achieving our statutory purposes.

6. **Valuing people**

We will value the people who work for us and will ensure that they are equipped and empowered to provide professional services to the public.

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Setting the scene

The Yorkshire Dales National Park Authority

Our remit

The Authority was created by the Environment Act 1995 as an independent body, within the framework of local government. We provide some services that are similar to those provided elsewhere by district and county councils – for example, we are the local planning authority. However, most of the things we do are particular to national park authorities.

Our role is very clearly defined by Parliament in our two statutory purposes, to:

- conserve and enhance the natural beauty, wildlife and cultural heritage of the National Park
- promote opportunities for the understanding and enjoyment of the special qualities of the area by the public.

In pursuing these purposes, we are also required to:

- seek to foster the economic and social well-being of local communities within the National Park.

Organisation and funding

The Yorkshire Dales National Park Authority has 22 Members – our Board. The county and district councils appoint twelve. The Secretary of State at the Department for Environment,

Food and Rural Affairs (Defra) appoints ten. Of these, six are appointed as representatives of the 'national' interest and four as representatives of parishes in the National Park.

The Authority employs 110 full-time equivalent staff working in three directorates, each providing a range of specialist services.

Our funding comes from central Government, rather than directly from local taxpayers. This reflects the fact that, unlike local councils, our responsibilities extend to people who live well beyond our boundaries.

Setting our priorities

We are under pressure to deliver a range of services from within declining budgets. Like all National Park Authorities in England, we are facing a cut in our core grant from Defra of around 31% in real terms by 2014/15. The cut amounts to £1.434m in 'cash' terms.

In preparing the proposed budget for 2011/12 onwards, we have sought to:

- retain front-line services (and their visibility) wherever possible
- maintain a high level of quality in key services (and, if we can't afford that, then to stop providing that service all together)
- focus on our statutory purposes but in a way that, wherever possible, supports communities and the local economy.

We can no longer deliver all our previous services to the same high level of quality. As a result, 12 of the Authority's 36 work programmes are being deleted, and significant cuts are having to be made to the remaining programmes. However, the budget has retained significant funding for priority programmes (albeit at a reduced level).

Every three years we carry out a fundamental re-evaluation of our work programmes to identify which should be our priorities and those where progress will have to be slower or dependent on external funding. As part of setting the budget for 2011/12, we consulted

widely on which of our services people think are the most important. This information will be used to inform a thorough re-evaluation of our priorities in 2011. In the meantime, our current priorities are shown on page 9.

Driving improvement

The Authority continues to try to improve the quality and value for money of the services we provide. The Authority's Audit and Review Committee has lead responsibility for issues relating to our performance. A number of different processes are in place to enable a rounded picture of our performance to be drawn:

Objectives and actions

Each year in the Corporate Plan, we set out our:

- **objectives** - the major things that we intend to achieve over the next three years, including, where appropriate, a specific target for the year ahead
- **actions** - the things that we intend to do in the next year to help achieve our objectives.

Progress on the objectives is monitored every six months during the year by the Audit and Review Committee. At the end of the year, the Committee receives a detailed report analysing progress on all the objectives and actions.

Performance and value for money reviews

Each year, the Audit and Review Committee identifies and sets up detailed reviews of two areas of the Authority's work where we want to improve our performance and/or the value for money of the services we provide. Each review concludes with an action plan for making the necessary improvements.

'Major project' reviews

The Committee also considers reports during the year on the 'lessons learned' from major projects carried out by the Authority. In 2011/12, the projects being reviewed are: 'Pennine Bridleway'; 'Haytime'; 'Three Peaks' and 'Go Dales'.

National Park Authorities Performance Assessment

Every five years the Authority is subject to National Park Authorities Performance Assessment (NPAPA). NPAPA has been developed specifically for National Park Authorities. It looks at all aspects of the Authority and its work. It involves: a 'self assessment' by the Authority; an external peer review challenge (by senior officers and Members from other national park authorities and local authorities); and the development and implementation of an improvement plan.

The Authority was assessed in November 2010. Of the seven areas assessed, the peer review team rated the Authority as 'exceptional' on two and 'delivering to a very high standard' on four. In one area – 'Wider Sustainable Development' – the Authority was judged to be 'performing adequately'.

The review team made 24 recommendations for improving areas of the Authority's performance. There are a small number of recommendations for which no further action is proposed – either because appropriate measures are already in place or because the Authority no longer has the resources to be able to implement them. Actions to tackle the other recommendations are included in this Plan, with further action planned for 2012/13.

Other external assessments

The Authority is subject to a number of other external assessments. Some of these are compulsory, some are voluntary. We welcome external assessment of our work as experience has shown it is a valuable tool in improving our performance.

In 2010, this included:

- the Authority was awarded the Government's new public sector 'Customer Service Excellence Award' in recognition of its commitment to customer service and the quality of the services it provides.

- the National Park Centre in Hawes was named the best Tourist Information Centre in Yorkshire by VisitEngland. Three Centres were rated in the top 15 in the whole country.
- all 10 toilets owned or managed by the Authority were given at least a four-star rating by judges of the 'Loo of the Year' awards.

Audit and inspection

Each year the Audit Commission audits our financial processes, our use of resources and our general performance. Its findings are reported to the Authority. Any significant actions required are then included within this Corporate Plan.

Customer satisfaction

We regularly carry out surveys of satisfaction with the services we provide to the public. This includes surveys of people who use our Planning Service, National Park Centres and so on. Every five years we also commission an independent survey of the people who live within the National Park to find out what they think of our services and where they think the challenges facing the area are likely to be in the future. This information is used to inform the National Park Management Plan, our own priorities, and to improve our services. The last residents' survey was completed in 2009.

As part of our commitment to continuous improvement, the Authority also has a rigorous system for registering and responding to compliments, complaints and comments from the public. Again, these are reported, together with the action taken, to our Audit and Review Committee.

Information on all these areas of performance is published each year on the Authority's website.

Involving others

Achieving our objectives is crucially dependent on our working with, and influencing, a range of other bodies and local people. We believe that the public and our partners should help to

shape how we approach many of our responsibilities as a national park authority. So, before we make important decisions about our priorities for action or the activities we plan to undertake, we aim to involve those who have an interest or who may be affected.

To that end, we carry out a range of consultations to inform all levels of our work, including:

- our major policy decisions and plans (for example, National Park Management Plan, Local Development Framework)
- local community initiatives (for example, Conservation Area management plans)
- the way we provide specific services (for example, Planning).

Partnerships

Following recommendations by the Audit Commission, the Authority has put in place clear arrangements for deciding whether to enter, sustain or exit partnerships. All partnerships are now reviewed on an annual basis by the Authority's Audit and Review Committee. One of the most significant of the Authority's partnerships is that with the Yorkshire Dales Millennium Trust.

Yorkshire Dales Millennium Trust

The Yorkshire Dales Millennium Trust (YDMT) was established in 1997 with support from the Yorkshire Dales National Park Authority. It is a charitable trust whose objectives are to support the environmental, social and economic well-being of the Yorkshire Dales.

Many of its projects and programmes contribute directly to achieving the objectives set out in the National Park Management Plan. Since its establishment, the YDMT has been extremely successful, drawing in well over £14 million for environmental and community projects within the National Park.

The Authority contributes financially to the YDMT to support its core running costs and specific projects. The YDMT also runs the Authority's Sustainable Development Fund.

Plans for 2011/12

Our priorities (A)

Biodiversity

Ensure that at least 50% of the area covered by the priority habitats listed in the 2011 Local Biodiversity Action Plan is in good condition by 2013.

Building conservation

Reduce the number of 'at risk' listed buildings to 60 by 2014.

Climate change

Restore up to 14,000 hectares of degraded peatland through the Yorkshire Peat Partnership by 2013; create 500 hectares of upland ash woodland by 2016; support implementation of at least three hydro-electric schemes by the end of 2012.

Farm conservation

Encourage and support widespread take-up of Environmental Stewardship and other environmental schemes so that at least 80% of the National Park remains covered by agreements.

Recreational activities

Provide up to 1,900 spaces for at least 380 individuals on outdoor activity taster days by 2011.

Rights of way

Manage and maintain the network of rights of way so that at least 90% are 'easy to use'.

Sustainable tourism

Increase the number of businesses offering 'sustainable tourism products' from 10 in 2010 to 80 by 2015.

Programmes where we will seek to maintain a good level of service	
(B)	(C)
Dales Countryside Museum	Archaeology
Development management	Communications
Green lanes	Countryside skills & training ²
Planning policy	National Park Centres
Sustainable Development Fund	Outreach
Volunteers	Toilets
Yorkshire Dales Millennium Trust ¹	Web-based services

Programmes where progress will be limited and/or dependent on external funding (D)	
Car parks	Open Access
Definitive Map ³	Pennine Bridleway
National Park Management Plan	Retail

Programmes that have been deleted due to budget cuts	
Branding	Geodiversity
Education	Public transport.
Environmental footprint	State of the Park
Events	Traffic management

¹ Until March 2013.

² Until March 2012

³ Until March 2013

Detailed work programme

The following sections set out in detail what the Authority intends to do during the year. Our work is broken down into seven main 'functions':

1. Conservation of the natural environment
2. Conservation of the cultural heritage
3. Recreation management
4. Promoting understanding
5. Development control
6. Forward planning
7. Corporate and democratic core

For each of these seven functions, the Plan shows:

Our objectives

These are the major things that we intend to achieve over the next three years. They are mostly taken directly from the National Park Management Plan (with the relevant cross-reference shown in square brackets).

Actions

These are the specific things that we intend to do in the next year to help achieve our objectives. They include actions to improve the quality, efficiency and effectiveness of our work.

1. CONSERVATION OF THE NATURAL ENVIRONMENT	
OBJECTIVE 1: Work with partners and local communities to implement the Local Biodiversity Action Plan:	11/12 target
a) identify a range of initiatives that, by 2013 would enable at least 20 local and volunteer groups to get actively involved in nature conservation work (NC8)	17
b) ensure that the populations of 40% of Local Biodiversity Action Plan species are stable or increasing by 2013 (NC5)	35%

Biodiversity (A)

1.	Support the work of the Yorkshire Dales Biodiversity Forum:		
	a. publish first full report on the state of biodiversity in the National Park	Jun	TT
	b. work with the Yorkshire & Humber Biodiversity Forum, Natural England and Forest Enterprise to create a biodiversity opportunities map to show areas where new habitats could be created to make connections between existing habitat fragments	Jun	FG
	c. update 'Nature in the Dales' website with new species and habitat information	Mar	FG
	d. develop plans for obtaining baseline data on lowland fens, lowland raised bog, ponds, rivers and streams	Mar	HF
	e. develop a new restoration project for limestone pavement.	Mar	HF
	f. develop a plan to implement the results of the Ecological Network Project developed by Forest Research	Mar	FG
2.	Species action plans:		
	a. develop and co-ordinate monitoring programmes for all Local Biodiversity Action Plan (LBAP) non-animal species to assess their status and condition	Mar	FG
	b. develop and co-ordinate monitoring programmes for all LBAP animal species to assess their status and condition	Mar	IC
	c. transfer species data records to the Yorkshire and Humber Environmental Data Network	Mar	KW
3.	Support the Yorkshire and Humber Biodiversity Forum to develop a 'Dales Moorland Fringe' landscape-scale biodiversity enhancement programme.	Mar	AS

4.	People and biodiversity: a. support the RSPB Malham Peregrine Watch	Aug	IC
	b. provide support to 13 community/volunteer nature conservation initiatives	Mar	MH
	c. develop at least four new community-led initiatives	Mar	MH
5.	Carry out programme of habitat condition assessments in Upper Wharfedale	Aug	HF

OBJECTIVE 2	11/12 target
Work with partners to support good conservation management by farmers and landowners:	
a) encourage and support widespread take-up of Environmental Stewardship and other environmental schemes so that at least 80% of the National Park remains covered by agreements, and increase the area in 'Higher Level Scheme options' to 40% by March 2013 (L2)	80%
	33%
b) ensure that at least 50% of the area covered by the priority habitats listed in the 2011 Local Biodiversity Action Plan is in good condition by 2013 (NC3)	45%
c) restore up to 14,000 hectares of degraded peatland through the Yorkshire Peat Partnership by 2013 (NC4c)	6,000ha
d) create 500 hectares of upland ash woodland by 2016 (NC4d)	50ha

Farm conservation (A)

6.	Work with Natural England to advise and assist with support to farmers and landowners through agri-environment schemes:		
	a. advise on new Higher Level Scheme agreements covering at least 5,000ha	Mar	HK
	b. compile 20 Farm Environment Plans to assist farmers to enter the Higher Level Scheme	Mar	HK
	c. advise on, and signpost farmers to, the full range of agri-environment and wider rural development funding	Mar	AS
	d. respond to 90% of agri-environment consultations within agreed period	Mar	AS

7.	Support the Yorkshire Dales Millennium Trust's 'Hay Time' project: a. survey potential new restoration sites b. enhance or restore 33ha of hay meadow c. carry out a 'major project' review to learn lessons from the project	Jul Oct Nov	FG AS AS
8.	On behalf of Natural England, deliver elements of the Catchment Sensitive Farming initiative to reduce diffuse water pollution from agriculture: a. lead delivery of a programme of advice to farmers in the Semerwater Site of Special Scientific Interest (SSSI) b. deliver a programme of advice to farmers in the Lune and Ribble catchments	Mar Mar	HK JL

Climate change: Yorkshire Peat Partnership (A)

9.	Support the work of the Yorkshire Peat Partnership to: a. get 6,000ha of moorland into good management through Natural England's agri-environment scheme b. block 850km of moorland drainage grips	Mar Mar	AS AS
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Climate change: trees and woodland (A)

10.	Woodland creation: a. develop and secure funding for a new five-year programme of woodland creation b. work with partners to support planting of at least 50ha of new native woodland within the National Park.	Dec Mar	GG GG
11.	Woodland management: a. develop a structured monitoring and maintenance programme for newly-planted woods and those in Woodland Management Agreements b. review the Authority's use of Woodland Management Agreements c. work with partners to bring at least 75ha of Ancient Semi Natural Woodland into good management.	Aug Oct Mar	GG GG GG
12.	Develop a costed plan to target woodland creation and woodland management within the Forest Habitat Network	Oct	RC
13.	Complete survey of ancient, veteran and notable trees and publish results	Aug	RC

2. CONSERVATION OF THE CULTURAL HERITAGE

OBJECTIVE 3	11/12 target
Conserve and enhance the distinctive historic landscape of the National Park, including:	
a) work with local history societies and volunteers to complete a National Park-wide census of traditional farm buildings, and establish a mechanism for developing and implementing the 'fieldbarn' eco-pod concept by 2012 (L2);	-
b) reduce the number of 'at risk' listed buildings to 60 by 2014 (HE4)	66
c) reduce the number of scheduled monuments 'at risk' to 45 by 2014 (HE5)	46
d) update the character appraisals for 15 Conservation Areas and work with communities to produce and implement eight management plans by 2011 (HE9)	15 8
e) develop a code of practice for individuals and organisations carrying out building conservation work in the National Park by 2011 (HE6)	-
f) work with partners, volunteers and local groups to carry out surveys of historic buildings and monuments and ensure that information on the condition of those that are designated is never more than five years old (HE3)	-

Building conservation (A)

14.	Conservation Areas:		
	a. produce character appraisals for Kettlewell, Starbotton, and the Swaledale-Arkengarthdale Conservation Areas	Sep	GR
	b. carry out initial consultation on the management options for the future of the Swaledale-Arkengarthdale Conservation Area	Dec	TH
	c. work with communities to implement management plan enhancement works in at least five more Conservation Areas	Mar	GR
	d. review approach to preparing Conservation Area appraisals and management plans to streamline the process	Mar	TH

15.	Listed buildings 'at risk': a. take action to reduce the 'at risk' status of seven listed buildings b. prioritise remaining listed buildings at risk to focus resources most efficiently and agree future Authority approach c. through 'Dales Volunteers' survey one-fifth of the listed buildings in the National Park to identify those at risk and update the Historic Environment Record (HER)	Jan Mar Mar	TH TH RW
16.	Work with local history societies and volunteers to complete the second year of the a census of traditional farm buildings	Mar	TH
17.	With the Yorkshire Dales Millennium Trust take forward the Yorkshire Dales Fieldbarn project: a. establish a steering group to develop detailed project proposals and identify at least three potential buildings for development b. produce a medium-term business plan for the project and prepare a funding bid c. commission an assessment of the potential for re-use of traditional field barns across the National Park	Sep Nov Feb	TH TH TH
18.	Develop a code of practice for individuals and organisations carrying out building conservation work in the National Park	Dec	RW
19.	Run a building conservation 'day school' for building owners and local practitioners	Oct	GR

Archaeology (C)

20.	Work with English Heritage to carry out rapid assessments of the potential historic value of moorland sites to inform peat restoration projects	Sep	MJ
21.	Work with English Heritage to develop an 'Industrial Remains of the Dales' Project and initiate a programme of work, including: a. implementing appropriate management measures at Stonesdale Mine, Swaledale, and Sargill Lead Smelt Mill, Wensleydale b. producing a management plan and carrying out urgent consolidation works for Grassington Moor c. developing measures to improve physical and intellectual access to key industrial heritage sites and promote industrial heritage as a visitor attraction.	Oct Dec Mar	RW RW RW
22.	Through Dales Volunteers, maintain a rolling programme of surveys of accessible monuments to identify those at risk	Mar	MJ

23.	Implement a programme of remedial works to five scheduled monuments that are at risk, including Ribblehead, Yarnbury, Victoria Cave and Eskeleth	Mar	RW
24.	Use the Historic Environment Research Strategy to support projects to increase understanding of the historic environment and involvement of the local community	Mar	RW
25.	Carry out a series of events to raise awareness of the historic environment including a historic environment day school	Oct	RW
26.	Archaeologically survey over 750ha and create or update 500 entries on the Historic Environment Record	Mar	MJ

3. RECREATION MANAGEMENT

OBJECTIVE 4	11/12 target
Manage and maintain the network of public footpaths and other rights of way so that:	
a) at least 90% of rights of way are 'easy to use' by members of the public even though they may not follow the definitive line (AR1)	90%
b) there is 90% overall compliance by recreational motor vehicles on those sensitive 'green lanes' with permanent traffic regulation orders (AR2)	90%
c) 80% of the rights of way network follows the exact definitive line and is correctly recorded on the Definitive Map by 2012 (AR3)	81%
d) at least 13km (0.6%) of rights of way are fully accessible by wheelchair users and 135km (6%) by those with limited mobility by 2013 (AR7)	0.6% 6.5%

Rights of way (A)

27.	Maintain the rights of way network:		
	a. maintain at 97% the number of places where a right of way is signposted where it leaves a metalled road.	Mar	AH
	b. carry out works to five significant river crossings, including a new bridge at Coppy Gill, Horton in Ribblesdale, and repairs to 28 other bridges.	Mar	AH
	c. carry out engineering works to 4.3km of eroded routes, including significant works to Whether Fell, Hawes and High Abbotside.	Mar	AH
	d. repair 2.4km of previously engineered routes including significant works to the Dales Way and the landscape trail around Malham.	Mar	AH
	e. maintain the rights of way infrastructure so that 95% remains in 'condition 1'.	Mar	AH
	f. review the Rights of Way Delegation Agreements with North Yorkshire and Cumbria County Councils.	Mar	KB
	g. review the Authority's Rights of Way Maintenance Plan	Mar	AH

28.	Pennine Way: a. implement actions identified for 2011/12 from the Pennine Way Maintenance Report. b. in conjunction with partners, contribute to the review of the management and funding of National Trails to be undertaken by Natural England.	Mar	CC
		Mar	AH
29.	Produce one newsletter for all land managers about Public Rights of Way, Open Access and recreational activities	Mar	AH
30.	Three Peaks Project: a. repair 1km of the Crina Bottom route to Ingleborough summit. b. carry out engineering works to 0.3km of the eroded route at Batty Moss, Whernside. c. develop and deliver a programme of at least five events for members of the Friends of the Three Peaks and one event for corporate members. d. deliver phase one of the Whitber Hill/Black Dub Project subject to the successful application for European Outdoor Conservation Association (EOCA) funding. e. carry out a 'major project' review to learn lessons from the project to date and determine the future delivery	Mar	SH
		Mar	SH
		Mar	SH
		Mar	SH
		Mar	KB
31.	Access for All: a. improve a further 10km of rights of way to reduce barriers for those with limited mobility b. review the way Authority information on 'Access for All' is provided c. conduct access audits on five other routes with public access d. organise two days of activities with disabled ramblers groups	Mar	MH
		Mar	MH
		Mar	MH
		Mar	MH

Green lanes (B)

32.	Monitor use and condition of all routes with a management plan in place.	Mar	MA
33.	Produce an annual report to evaluate the on-going effectiveness of the green lanes management programme.	Mar	MA

Definitive map (D)

34.	Keep the definitive map under continuous review and reduce the number of outstanding applications:		
	a. process five cases to decision.	Mar	AH
	b. complete 90% of unopposed Path Order Applications within nine months from date of receipt.	Mar	AH
	c. take three opposed Orders to the Secretary of State for decision.	Mar	AH

OBJECTIVE 5		11/12 target
Develop opportunities that encourage healthy lifestyles and increase levels of physical activity amongst residents and visitors, using the 'Go Dales' project to provide up to 1,900 spaces on outdoor activity 'taster days' involving at least 380 individuals by 2011 (AR8)		438

Recreational activities (A)

35.	In conjunction with partners, improve the waymarking of the Coast to Coast long distance walking route.	Sep	MA
36.	Produce final report for the Go Dales project, including identifying lessons learnt from the project, and disseminate the findings	Nov	MA
37.	Carry out identified improvements on the short introductory walks from settlements promoted by the authority.	Mar	MA
38.	Support the work of the Yorkshire Dales Access Forum and associated advisory groups.	Mar	MA

Open Access (D)

39.	Manage and develop Open Access opportunities:		
	a. publish new Open Access advisory information	Dec	AH
	b. continue to support and seek external funding to promote the work of the North Yorkshire Wildfire Group	Mar	AH

OBJECTIVE 6 Develop the scope, quality and co-ordination of recreational infrastructure to increase and promote the area's appeal to a wider range of people and groups and to increase the economic value to local tourism businesses (EE8): a) work with Natural England to identify a route for the Pennine Bridleway through Long Preston by March 2012 (AR10) b) maintain Authority car parks and toilets so that at least 80% of users rate them satisfactory or above	11/12 target
	-
	80%

Pennine Bridleway (D)

40.	Implement actions identified from the 2011/12 Pennine Bridleway Maintenance Plan	Mar	PL
41.	Review the Pennine Bridleway Maintenance Plan	Mar	PL
42.	Identify the route for the Pennine Bridleway from A65 to south of Long Preston and make Path Order for this route if necessary	Mar	PL
43.	Carry out a 'major project' review to learn lessons from the project	Mar	KB

Toilets (C)

44.	Undertake appropriate refurbishments to the Authority's public toilets to maintain the quality of these facilities	Dec	PD
45.	Review the Authority's provision of toilets and associated contracts	Mar	KB

Car parks (D)

46.	Analyse data on car park ticket sales and income and look at options for modelling future income	Mar	AH
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OBJECTIVE 7 Provide people from all backgrounds with the opportunity to make a difference to the National Park, and to contribute to personal health and well-being:	11/12 target
a) provide at least 5,000 volunteer days each year, whilst reducing the average number of miles travelled per volunteer day year on year (UE7)	5,000
b) increase the number of volunteer days given by people from 'under represented groups' to 1,000 by 2013	500

Volunteers (B)

47.	Develop action plans for the involvement of volunteers in all four Dales Volunteer areas and all four subject areas – making better use of volunteer time.	Mar	ARs
48.	Provide at least 5,000 volunteer days	Mar	ARs
49.	Provide opportunity for at least 500 volunteer days for people from under represented groups	Mar	ARs

OBJECTIVE 8 Provide, in conjunction with partners, two Authority-based apprenticeships each year until 2012 (EE5)	11/12 target 2
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Countryside skills and training (C)

50.	In conjunction with partners, continue to provide 12 trainee placements across the Yorkshire Dales and Nidderdale	Mar	AH
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4. PROMOTING UNDERSTANDING	
OBJECTIVE 9 Provide accessible, high-quality visitor services so that at least 70% of users of the flagship National Park Centres are satisfied with the service and have increased their understanding of the special qualities of the National Park	11/12 target 70%
OBJECTIVE 10 Support community groups to record, maintain, celebrate and share their cultural heritage through community based projects, events, festivals and activities (CC7)	-

National Park Centres (C)

51.	Conduct a review of National Park Centres and retail services: a. Agree terms of reference b. Report findings to Audit and Review Committee	Jul Nov	KB KB
52.	Review operating standards and share best practice to agree future standards, and use annual survey and performance data to measure services	Nov	JMB
53.	Consider the options for providing visitor services in the Cumbria part of the National Park and produce proposals	Jan	JMB
54.	Use the National Park Centres as 'exemplars' of the green business award schemes: a. make continuous improvements to energy reduction measures b. share best practice and experience with local tourism businesses	Jan Mar	KSt KSt

Dales Countryside Museum (B)

55.	Create a web microsite for Dales Countryside Museum to improve admission numbers and ticket sales.	Dec	KJG
56.	Review and agree options for DCM: a. Agree scope of any redevelopment and/or capital programme b. Investigate and secure funding, as appropriate c. Undertake a feasibility study for installing sustainable heat source technology	Jul Nov Sep	KB JMB FR

Retail (D)

57.	Review range of retail stock and develop plans for revised range of goods for sale	Oct	KS
58.	Develop Retail Range inspired by the DCM collection	Oct	KS
59.	Investigate ways of generating additional income via National Park Centres	Jan	KS

Web-based services (C)

60.	Increase the number of unique annual visitors to www.yorkshiredales.org.uk to 270,000.	Mar	KJG
61.	Transfer the main, sub and retail websites to the new content management system and ensure all designs are correct.	Mar	SW

Communications (C)

62.	Set-up an alternative media monitoring system for clippings (to replace Meltwater) and for recording enquiries (to replace SharePoint) to assist in the management of communicating activities and opportunities to the public.	Sep	NO
63.	Review 'The Visitor' newspaper and method of distribution.	Oct	RB
64.	Enhance and develop the Authority's smart phone application - adding locations in the east and west of the National Park.	Dec	KEG
65.	Publish the 2012 edition of 'The Visitor' newspaper.	Mar	SN
66.	Attend an agreed selection of agricultural shows and village galas across the Dales and events outside the National Park boundary.	Mar	KEG

OBJECTIVE 11 Make information about the 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 (UE3)	11/12 target -
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Outreach (C)

67.	Deliver an annual programme of Dales Experience visits for a variety of under-represented groups.	Mar	CK
68.	Deliver the events programme for 2011: a. Market the 2011 events programme for the general public b. Deliver two campaigns to targeted outreach groups or regional audiences. c. Assess the cost and use of Volunteers in delivery of the programme. d. Agree the type, number and development of events in future years.	Sep Sep Sep Sep	ARs CK ARs ARs
69.	Review the outreach programme, as a whole, to inform its future development and measures of achievement.	Sep	CK
70.	Review learning and practice from the Mosaic young people's pilot project and the GoDales project and assess how this should inform the Authority's future outreach programme for young people.	Sep	CK
71.	Deliver the Mosaic partner action plan for 2011/12 including group leader visits.	Mar	CK

OBJECTIVE 12 Through the Tourism Partnership, strengthen and develop the image of the National Park to incorporate sustainability, inclusion and conservation values, alongside outdoor recreation, excitement and enjoyment (UE4): a) increase the number of businesses offering ‘sustainable tourism products’ from 10 in 2010 to 80 by 2015 (UE10) b) use publications, events and other opportunities to encourage businesses, residents and visitors to buy local food and products that support national park purposes (EE9)	11/12 target	
	20	
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Sustainable tourism (A)

72.	In conjunction with partners: a. develop a partnership to take forward the Europarc Federation European Charter for Sustainable Tourism in Protected Areas Award and organise an annual forum meeting b. review the requirements of the Charter for Sustainable Tourism and update the action plan and report outcome to Welcome to Yorkshire Advisory Board c. identify any outstanding actions required for re-validation	Mar Mar Mar	JMB JMB JMB
73.	Work with local businesses to help promote the Charter for Sustainable Tourism: a. develop a ‘local distinctness’ toolkit, to help market what is unique and special about different localities within the Yorkshire Dales b. promote the Charter for Sustainable Tourism through the Authority’s website and publications c. organise an event to promote local food and products	Mar Mar Mar	KSt KJG JMB
74.	Produce an annual tourism and recreation monitoring report on visitor trend data including outputs from the STEAM model	Mar	JMB

5. DEVELOPMENT CONTROL	
OBJECTIVE 13 Provide a Development Management service that supports appropriate opportunities for economic and community development whilst helping to conserve and enhance the special qualities of the National Park:	11/12 target
a) minimise environmental harm by resolving 75% of enforcement cases within 26 weeks	75%
b) ensure that the area of land granted planning permission for economic development exceeds that lost to existing employment uses through re-development (EE6)	n/a
c) prevent the introduction of significant new development 'detractors' from the landscape (L4)	0
d) secure a significant reduction in the haulage of aggregates by road and pursue the rail-linking of all remaining aggregate quarries by the end of 2015	-
OBJECTIVE 14 Maintain a responsive and efficient development management service, so that:	
a) 65% of 'minor' and 80% of 'other' planning applications are being determined within eight weeks	65% / 80%
b) at least 80% of applicants are satisfied with the service provided	80%

Development management (B)

75.	Improve communication and joint-working with Parish Councils: <ol style="list-style-type: none"> improve speed in getting Decision Notices to Parish Councils provide Parish Councils with a copy of the delegation scheme, details of site notice/consultation procedure and paper copies of enquiry forms and leaflets consider adopting a partnership approach to enforcement establish an annual Parish Council Forum in each of the three District Council areas, to cover Planning matters and other elements of the Authority's work 	May	GD
		May	GD
		Oct	RB
		Nov	GS
76.	Seek improved dialogue with Highways Authority to obtain responses which are clearly substantiated, acknowledge context and contain better focused conditions	July	RG
77.	Review procedures for communicating with Highways Authorities in relation to proposals for timber extraction	Aug	MC

78.	Consider a review of the bat survey procedure and advice	Dec	MC
79.	Complete the move to a Development Management approach	Mar	PW
80.	Ensure schedule of local fees is adopted by required date	Mar	PW

6. FORWARD PLANNING

<p>OBJECTIVE 15</p> <p>Work with our partners to provide a clear, up-to-date framework for the management of the National Park, including local development framework documents that properly reflect national park purposes and provide a clear and consistent framework for planning decisions</p> <p>OBJECTIVE 16</p> <p>By 2012 use the Local Development Framework (LDF) to set targets for increasing the amount of affordable and local needs housing, and then work through partnerships to meet those targets (CC1)</p>	<p>11/12 target</p> <p>-</p> <p>-</p>
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Planning policy (B)

81.	Strengthen the Authority's planning policy functions as part of the re-structure of the Authority	Jul	GS
82.	Adopt and publish a supplementary planning document on 'Sustainable Energy'	Jul	GS
83.	Review and update the Local Development Scheme	Aug	PS
84.	Set out process for producing the LDF 'Core Strategy'	Oct	PS
85.	Affordable housing:		
	a. submit the Housing Development Plan to the Planning Inspectorate	Oct	PS
	b. complete Examination in Public on Housing Development Plan	Mar	PS

National Park Management Plan (D)

86.	Monitor progress on the National Park Management Plan:		
	a. provide up-to-date information on all 'State of the Park' indicators and progress on every objective through the Authority's website	Jul	GS
	b. produce and publish fourth annual report on progress in implementing the National Park Management Plan	Jul	GS
87.	Review the National Park Management Plan and Local Development Plan to assess compatibility with the purpose and language of the European Landscape Convention	Mar	JS

88.	Work with Electricity North West (ENW) and CE Electrics to support the ‘undergrounding’ of visually intrusive overhead power lines, including lines at: a. Stump Cross and Dry Ghyll House b. Malham Moor c. Dent Station d. Village schemes at Carperby, Countersett , Keld, Hudswell and Carlton	Mar	JS
89.	Work with the Yorkshire Dales Millennium Trust and others to develop a co-ordinated restoration and landscape enhancement plan for mid-Ribblesdale.	Feb	JS
90.	Put in place arrangements for producing an updated National Park Management Plan by March 2012: a. determine an appropriate approach to community engagement b. finalise landscape character guidance work c. engage a wide range of stakeholders and the public in developing a revised vision d. work with partners to develop revised socio-economic objectives	Nov Dec Mar Mar	JSw JS JS JSw

OBJECTIVE 17 Maintain the overall tranquillity and sense of remoteness within the National Park, and carry out a re-assessment of levels of tranquillity by 2011 (L7)	11/12 target -
OBJECTIVE 18 Support local organisations, businesses and individuals to take action that brings economic, social and environmental benefits:	
a) fund at least 10 new projects each year through the Sustainable Development Fund (CC10)	10
b) support and encourage small-scale renewable energy developments including implementation of at least three hydro-electric schemes by the end of 2012 (L10)	3

Sustainable Development Fund (B)

91.	Through the Sustainable Development Fund provide support to at least 10 new projects	Mar	AS
92.	Work with local authorities, community groups and others to support sustainable economic and social development:		
	a. contribute to the delivery of the Yorkshire Dales Leader programme	Mar	AS
	b. support the Cumbria Fells and Dales Leader programme	Mar	AS

Climate change: renewable energy (A)

93.	Deliver a programme of support for local hydro-power projects, including:		
	a. implementation of schemes at Bainbridge and Linton Falls	Sep	AS
	b. funding at least five feasibility studies	Mar	AS
94.	Assist Sustainability 4 Yorkshire to help local communities to become more sustainable:		
	a. carrying out at least five energy audits for community buildings	Oct	AS
	b. providing grants to support enhanced insulation measures in five villages	Dec	AS

7. CORPORATE AND DEMOCRATIC CORE FUNCTIONS

OBJECTIVE 19 Plan and manage all aspects of the Authority's business so as to make the most effective use of our resources and lower our environmental impact by reducing CO₂ emissions by 25% by March 2013 (compared to 2005/06 levels)	11/12 target 45%
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Personnel

95.	Complete the work on the Authority restructuring and implement	July	DB
96.	Undertake the biennial Staff Survey	Dec	HC
97.	Review the People Strategy	Feb	HC
98.	Develop a new intranet for the Authority to improve internal communication and enable more effective and efficient working practices.	Mar	KJG
99.	Ensure that staff costs stay below 70% of core grant	Mar	DB

Property

100.	Complete a feasibility study for introducing a renewable energy source at one of the Authority's properties.	Oct	PD
101.	Following Natural England's final decision on proposed changes to the National Park boundary, consider the implications for the Authority.	Dec	KB
102.	Complete the sale of 72a Main St, Sedbergh	Mar	PD

Information technology

103.	Complete the virtualisation (consolidation) of the Server Environment, to generate energy and capital investment savings	Jul	SF
104.	Review the server virtualisation project	Oct	RB
105.	Complete a review of the Authority's IT strategy	Dec	SF

OBJECTIVE 20 Provide high quality, efficient and effective services to the public so as to retain the 'Customer Service Excellence' standard by 2014.	11/12 target -
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Customer service and engagement

106.	Implement the 'Member Parish Initiative' to improve engagement with local communities	Sep	DC
107.	Review and amalgamate the consultation and communication strategies	Mar	KJG
108.	Develop and implement a range of local projects, actions and initiatives in conjunction with the Dent Parish Plan Group, as a way of piloting engagement with a local community	Mar	DB
109.	Report to the Authority on the lessons learnt from the Dent Community Initiative	Mar	DB

OBJECTIVE 21 Ensure the Authority has corporate governance and financial arrangements that are fit for purpose, as evidenced through the Annual Governance Statement and an unqualified audit opinion each year.	11/12 target -
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Finance and governance

110.	Put in place a new, more streamlined committee structure	Jun	DB
111.	Review the Confidential Reporting Policy, and introduce any necessary changes	Sep	RTD
112.	Produce a brief explanation of the operation of the Opportunities Fund for all budget managers	Sep	RB
113.	Review the provision of the Section 151 (Treasurer) role and determine its future provision	Sep	RB
114.	In light of the Defra review of NPA governance, review the job descriptions of the Chairman and Members	Sep	DB
115.	Review the Authority's External Funding Strategy	Oct	RB
116.	Maintain the Local Code of Corporate Governance and produce an annual report on governance	Nov	RTD
117.	Ensure all the Authority's partnerships have adequate governance documentation	Dec	RTD
118.	Review the Authority's governance arrangements in the light of the outcome of the Defra review of NPA governance and in the light of the budget reductions and restructuring	Dec	RTD
119.	Reduce staff mileage by 5% (based annually on 2006-07 baseline)	Mar	DB

120.	Introduce changes to the arrangements in respect of the conduct of Members, in accordance with the Localism Bill.	Mar	RTD
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OBJECTIVE 22	Ensure a robust and transparent Performance Management Framework is in place and is driving improvement, so that at least 75% of the Authority's objectives are achieved or remain 'on course' each year	11/12 target	75%
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Performance management

121.	Ensure there is a clear and effective approach to prioritising the Authority's work: a. promote awareness of Authority priorities, including via a new webpage. b. carry out a fundamental review the Authority's priorities, taking account of the public consultation	Jun Nov	GS GS
122.	Develop the 'Performance Improvement Review' process to include more rigorous consideration of value for money: a. determine programme and type of reviews to be undertaken in 2011/12 b. update the review guidance to ensure value for money issues are addressed and rigorously analysed. c. devise a template to scope future reviews.	Apr Jul Mar	GS GS JS
123.	Produce the Authority's Corporate Plan for 2011/12	Jun	GS
124.	Carry out a detailed review of the Authority's performance in 2010/11	Jul	GS
125.	Ensure budget managers have whatever information is available on unit costs for their services.	Aug	RB
126.	Review the Member Champion process, including consideration of whether the roles and responsibilities might conflict, or be perceived to conflict, with their other roles as Members.	Dec	GS

Appendix - financial summary

Pre-virements (start budget used for this purpose)

	2009/10 AUDITED NET £000's	2010/11 UNAUDITED NET £000's	2011/12 BUDGET GROSS £000's	2011/12 BUDGET INCOME £000's	2011/12 BUDGET NET £000's	2012/13 BUDGET NET £000's	2013/14 BUDGET NET £000's
National Park grant							
Core grant	(5,338)	(5,199)		(5,108)	(5,108)	(4,818)	(4,528)
Sustainable development grant	(200)	(200)					
Total central income	(5,538)	(5,399)		(5,108)	(5,108)	(4,818)	(4,528)
Employment and central costs							
Employee costs - Conservation of the natural environment	369	396	403	(105)	297	294	294
Employee costs - Conservation of cultural heritage	154	154	128	(6)	123	124	126
Employee costs - Recreation management	606	579	546	(69)	477	469	421
Employee costs - Promoting understanding	771	767	643		643	616	589
Employee costs - Traffic and transport	43	43					
Employee costs - Rangers	305	281	239		239	241	244
Employee costs - Planning	603	593	546		546	502	499
Employee costs - Forward planning	123	146	116		116	116	114
Employee costs - Corporate management	890	1,302	916		916	928	936
Media	5	4	1		1	1	1
Support services	231	72	210	(81)	129	113	122
Secretariat	5	3	6		6	6	6
Legal services	18	17	13		13	14	14
Office accommodation	102	90	98		98	100	102
Health and safety	7	3	2		2	2	2
Member costs	118	110	114		114	115	115
IT licences, consumables and support	243	187	187		187	214	218
Contracts	64	154	168	(9)	158	145	132
Training	46	22	25		25	25	25

Pre-virements (start budget used for this purpose)

2009/10 AUDITED NET £000's	2010/11 UNAUDITED NET £000's
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2011/12 BUDGET GROSS £000's	2011/12 BUDGET INCOME £000's	2011/12 BUDGET NET £000's
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2012/13 BUDGET NET £000's	2013/14 BUDGET NET £000's
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Programmes

Priority programmes		
Biodiversity	80	70
Building conservation	24	24
Climate change	116	163
Farm conservation	14	24
Recreational activities	66	40
Rights of way	195	145
Sustainable tourism	2	8

		76
		36
	(1)	35
		190
	(50)	22
	(7)	10
	(20)	172
		15

	76
	35
	175
	3
	15
	157
	15

Programmes where we will maintain a good level of service and/or make steady improvements		
Dales Countryside Museum	49	67
Development control	(239)	(134)
Green lanes	46	12
Planning policy	1	2
Sustainable development	203	220
Volunteers	69	57
Yorkshire Dales Millennium Trust	45	45
Archaeology	2	42
Communications	43	36
Countryside skills and training	15	15
National Park Centres	41	52
Outreach	15	12
Toilets	185	180
Web-based services	13	25

		103
	(36)	67
	(160)	(115)
		11
		40
		193
	(0)	81
		30
	(2)	28
		35
		15
	(13)	79
		12
	(5)	186
		17

	57
	(146)
	7
	25
	163
	78
	0
	25
	32
	0
	65
	12
	163
	16

Pre-virements (start budget used for this purpose)

	2009/10 AUDITED NET £000's	2010/11 UNAUDITED NET £000's	2011/12 BUDGET GROSS £000's	2011/12 BUDGET INCOME £000's	2011/12 BUDGET NET £000's	2012/13 BUDGET NET £000's	2013/14 BUDGET NET £000's
Programmes where progress will be limited and/or dependant on external funding							
Branding	3	3					
Car parks	(317)	(430)	100	(573)	(473)	(485)	(490)
Definitive Map	2	4	12	(5)	7	7	0
Education	4	3					
Geodiversity	5	2					
National Park Management Plan	0	0	11		11	6	1
Open Access	20	18	10		10	10	10
Retail	(77)	(82)	201	(290)	(89)	(97)	(97)
Environmental footprint	96	4					
Events	2	(2)					
Park Information Points	0	0					
Pennine Bridleway	(6)	(15)		(3)	(3)		
Public transport	15	20	15		15		
State of the Park	1	15					
Total budget summary							
Total	5,437	5,568	6,201	(1,435)	4,765	4,571	4,355
Transfer (from)/to reserves	101	(170)		343	343	247	173
National Park grant and levies	(5,538)	(5,399)	0	(5,108)	(5,108)	(4,818)	(4,528)
Total balance	0	0	6,201	(6,201)	0	0	0

Glossary of lead officers

Initial	Name	Initial	Name	Initial	Name
AH	Alan Hulme	IC	Ian Court	PD	Paul Drake
ARs	Area Rangers	JL	Jane Le Coq	PL	Peter Lambert
AS	Adrian Shepherd	JMB	Julie Barker	PS	Peter Stockton
CC	Colin Chick	JS	Janet Swailes	PW	Peter Watson
CK	Catherine Kemp	JSw	Joanna Swiers	RB	Richard Burnett
DB	David Butterworth	KB	Kathryn Beardmore	RC	Ross Cannon
DC	Deputy Chairman	KEG	Karen Griffiths	RG	Richard Graham
FG	Frances Graham	KJG	Kate Green	RTD	Richard Daly
FR	Fiona Rosher	KS	Kevin Smith	RW	Robert White
GD	Gail Dent	KSt	Kathryn Storey	SF	Steve Funnell
GG	Geoff Garrett	KW	Kate Wilding	SH	Steve Hastie
GR	Gaby Rose	MA	Mark Allum	SN	Sarah Nicholson
GS	Gary Smith	MC	Michelle Clowes	SW	Stuart Willis
HC	Hannah Clark	MH	Meghann Hull	TH	Thomas Harland
HF	Hannah Fawcett	MJ	Miles Johnson	TT	Tim Thom
HK	Helen Keep	NO	Nick Oldham		