



North York Moors National Park Authority

# **Annual Performance Report and Plan • 2010 •**

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## SETTING THE SCENE

### Mission

The National Park Authority is a public authority managing public money in the public interest. The Authority has two clear purposes laid down in legislation:

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

Through the achievement of these two aims, the Authority also seeks to foster the social and economic well-being of local communities in the National Park.

From these it has adopted a mission statement:

*“To sustain the landscape and life of the North York Moors for both present and future generations to enjoy”.*

### Vision

This Authority has adopted a vision for the place it cares for:

#### A Place

- Managed with care and concern for future generations.
- Where the diversity and distinctiveness of the landscape, villages and buildings is cherished.
- Where biological diversity, and the special qualities that are valued, are conserved and enhanced.
- Where the environment and way of life is respected and understood.
- Where communities are more self-sustaining, and economic activity engenders environmental and recreational benefits.
- That is special to people and that provides pleasure, inspiration and spiritual well-being.

- Where visitors are welcome and cultural and recreational opportunities and experiences are accessible.
- That continues to adapt to change whilst National Park purposes continue to be furthered and pursued.

### Values

In 2009 the Authority undertook a short project to uncover and articulate an aspirational set of core corporate values. An inclusive approach was adopted to the process gathering the views of staff, volunteers, Authority Members and Independent Members. The following Statement of Values was adopted by the Authority in March 2010.

#### We aspire to:

- Champion the qualities that make the North York Moors a unique and special place.
- Promote opportunities for *everyone* to get involved.
- Treat *everyone* with respect.
- Have a personal approach to delivering services.
- Always try to improve what we do.
- Use money and other resources carefully.
- Help our communities flourish.
- Respect the best of tradition whilst recognising the need for innovation.
- Contribute positively to sustaining the global environment.
- Do what we promise

Further work to embed the values into the Authority's ways of working will be included in the Corporate Services Action Plan for 2010. The values will also be incorporated into the Member/Officer Codes of Conduct and the Ethical Framework.

## **The National Park Management Plan**

The National Park Management Plan is prepared by the National Park Authority, the Plan is for everyone (communities, businesses, visitors, public bodies and other organisations) who operate within or use the Park – it is a Plan for the Park, not just for the Authority.

It seeks to ensure that there is consistency over the longer-term in the work of the Authority and its many partners. The Management also provides the overarching strategic direction through which the Authority can achieve its aims laid down in legislation.

The current Management Plan sets out over 130 objectives covering 25 diverse topics. 160 organisations have 'signed up' to the plan, and this is of key significance, as the achievement of the aims of the Plan will only be successful with the support and enthusiasm of all those with a stake in the Park.

The Management Plan was first published in 1998 and a light touch review was undertaken in 2004. A full, comprehensive review of the Management Plan is taking place in 2010 and will seek to re-align the strategic direction through which the Authority and other partners can deliver their aims in a coordinated way.

## **The Authority's Business Plan**

The Business Plan provides the link between the broad policy objectives set out in the Management Plan and the priorities and actions identified annually in the Performance Plan. Priorities for action contained in the Business Plan were identified by a process which looked at Management Plan policies, service reviews, government and regional priorities, strategies, agreements, and accords and the views of customers gathered by residents, visitors and other surveys.

The Authority produced its second Business Plan in 2008 to cover the period from 2009 until 2012. The aims and priorities confirmed in the Business Plan relate directly to the activities described in this plan, which can be seen as an 'annual snapshot' of performance against the medium term objectives of the Authority.

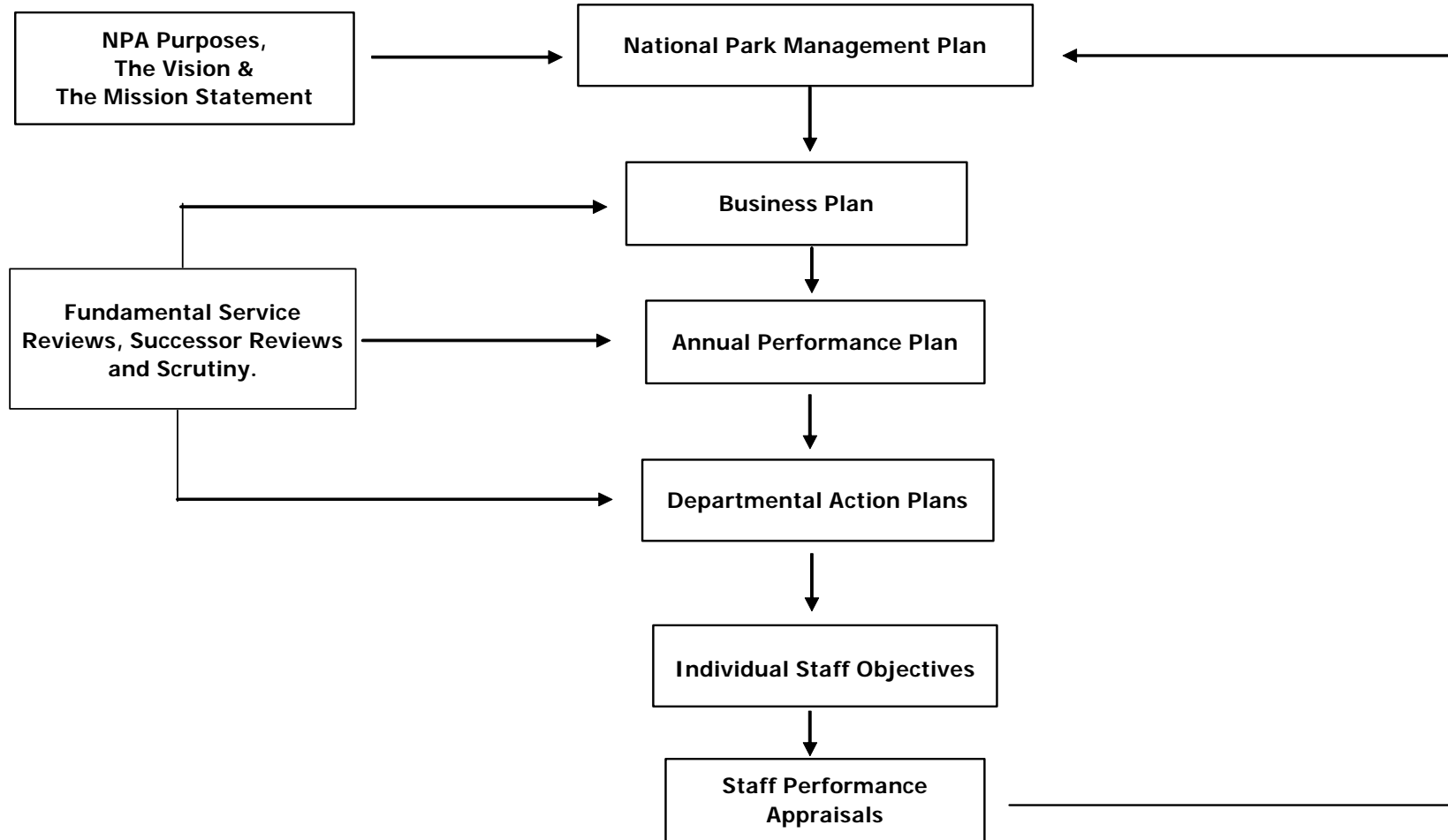
## **Links to Wider Agenda**

As well as delivering its own agenda, the Authority's actions support the priorities of many local agencies. In 2009/10 significant progress has been made on liaison with local housing associations and District Councils to deliver affordable housing. Opportunities to contribute towards healthier lifestyles have been developed via increasing the Authority's provision of health walks and this is an area of expected continued growth. The Authority's volunteer service has continued to expand and offer a range and variety of different activities that is helping to support the objectives of several local organisations.

## **Performance Management Reporting Regime**

Until the beginning of 2009 the Authority's performance management reporting was prescribed as part of the Best Value Performance regime under the Local Government Act 1999. This act was repealed and following these changes to national performance reporting regimes, is now part of a wider performance management framework. At the beginning of 2009 the Authority undertook an overhaul of its Performance Management Regime and as a result signed up to a substantially different set of performance indicators for 2009/10 onwards. These include a suite of nationally agreed performance indicators (known as Family Indicators) that are collected and reported on by all English National Park Authorities as measures of organisational performance. The Authority also maintained a set of Local Indicators as key measures of activity and performance.

## THE GOLDEN THREAD



Each year the priorities and actions featured in the Business Plan are translated into Departmental Action Plans. Work programmes for individual members of staff are derived from these plans. Staff appraisal performance, with links to incremental rewards, is based on delivery of these objectives. Accomplishment of objectives achieves the aspirations in the Vision and the policies in the Management Plan.

## Key Policy Objectives Developed From The Management Plan

The Key Policy Objectives are objectives in the Business Plan which summarise the higher level objectives in the National Park Management Plan. As the National Park Management Plan is a plan for the park and not the Authority, these seek to create 'The Golden Thread' between the strategic objectives in the Management Plan and the delivery of those objectives by the Authority.

### The Authority's First Statutory Purpose:

*Conserving and enhancing the natural beauty, wildlife and cultural heritage of the National Park.*

#### First Purpose

- |     |  |
|-----|--|
| FP1 | To maintain and enhance the special qualities of the natural environment through actions which conserve landscape value, biodiversity and earth heritage.  |
| FP2 | To work with land managers and local communities to develop and implement management to achieve conservation and recreation objectives in ways which, wherever possible, deliver sustainable socio-economic benefits.  |
| FP3 | To manage the properties and land owned by the Authority in order to optimise the conservation and recreation potential of these sites and to demonstrate good practice.   |
| FP4 | To conserve and enhance the character of the built environment, the 3013 listed buildings, 700 Scheduled Ancient Monuments and other archaeological sites and their settings.  |
| FP5 | To conserve local traditions, customs and skills.  |
| FP6 | To safeguard the intangible elements that makes up the spirit of the North York Moors.   |
| FP7 | To promote the use of renewable energy sources that provide energy for communities within the National Park providing that any development does not significantly detract from the conservation of the landscape and built environment of the National Park. |

## **The Authority's Second Statutory Purpose:**

*To promote opportunities for the understanding and enjoyment of the special qualities of the National Park by the public.*

<b>Second Purpose</b>	
SP1	Facilities for the needs of visitors at appropriate locations and ensure that the management, maintenance and development of tourism and recreation sustains the special qualities of the North York Moors, promotes opportunities for the understanding of them and provides sustainable benefits to the local community and its economy.
SP2	To undertake a range of management measures for all recreational activities with the aim of minimising the effects of these activities in the local and wider environment of the National Park.
SP3	To raise awareness of the National Park, enable and encourage Park users to identify and understand its special qualities and encourage responsible attitudes towards them.
SP4	To foster understanding and awareness of National Park issues and purposes through education, including both informal and formal "life long learning" opportunities.
SP5	To promote and maintain a network of National Trails, Regional Routes and waymarked walks with the remainder of the public rights of way network open and in good order for user discovery.
SP6	To support properly managed access to open land on foot for quiet enjoyment.
SP7	To promote public transport services, both road and rail, for the benefit of the environment, recreational use and local communities; and to ensure integration and awareness of the services.
SP8	To minimise conflict between different road users and reduce the overall impact of recreational traffic on the environment, special qualities and communities of the National Park, by management of traffic and use of appropriate routes
SP9	To provide an efficient and effective Area Ranger Service, Field Service and Voluntary Ranger Service to take forward a wide range of policy objectives related to the twin National Park purposes and in particular to become involved in resolving conflicts between conservation and recreation objectives; community liaison and minimising the impact of visitors on local communities.

## The Planning Service

### Purpose:

*The National Park Authority is the statutory local planning authority for the whole of the area of the National Park. This involves the preparation of planning policy documents, the key one of which forms the statutory development plan, as well as dealing with all planning applications and related matters such as enforcement of planning control.*

### Planning Service

- PL1 To ensure that development accords with National Park purposes and respects the special qualities of the National Park; incorporates principles of sustainability, and promotes the development of sustainable communities, through fostering the economic and social well being local communities.
- PL2 To ensure that new development is of a high quality that enhances the character and special qualities of the National Park and respects local distinctiveness.
- PL3 To promote concepts, designs, orientation and aspects of development that minimise the use of energy and to encourage the use of sustainable resources in the construction of new development providing that the conservation of the landscape and built environment of the National Park is not adversely affected.
- PL4 To work with partners to encourage the provision and maintenance of an adequate supply of housing to meet the needs of local communities within the National Park, taking account of the need for a variety of housing types, sizes and tenure.
- PL5 To resist new housing development aimed at encouraging and satisfying externally derived demand unrelated to local economic and social needs.
- PL6 To safeguard the level of business activity, encourage the establishment of new businesses and promote diversification of the economy, and giving particular support to business opportunities, which accord with sustainability principles and National Park purposes.
- PL7 To develop and adopt plans and policies to provide a framework to further National Park purposes, sustainability and the economic and social well being of local communities.

**Corporate and Democratic Purpose:**

*To support the Members, staff and volunteers of the Authority to ensure optimum use of resources and consistently good performance.*

<b>Corporate and Democratic Core</b>	
CD1	To ensure the efficient and effective conduct of the Authority's business and use of its resources to meet its statutory and public service duties. Maintain service standards ensuring high quality, openness, fairness and approachability to the operations of the Authority.
CD2	To provide cost-effective, relevant and enjoyable training which assists Members and staff to do their jobs and benefits staff career developments and ultimately to achieve the standards for Investors in People.

# EXECUTIVE SUMMARY OF PERFORMANCE IN 2009/10

## Overall Summary

The Authority has maintained a high level of performance against most areas of its work and responsibilities and activities have focused on the delivery of the Business Plan objectives and targets. A number of demanding 'stretch' targets have been set as the Authority seeks to aim high even if a number of the targets are not achieved.

This is the first year that the Authority has measured performance against the new set of National Park "Family" Indicators and the performance in a number of areas, such as listed buildings and volunteers days has been exemplary.

Performance against the Headline Indicators has also been pleasing with the majority of targets either being exceeded or narrowly missed. In the majority of cases performance against the Headline Indicators has improved on last year. Where performance has been disappointing, these have been highlighted in the relevant sections of this report with a note of the planned actions to remedy the situation.

## Conservation Services

- The majority of performance targets in this area have been met or exceeded.
- Assistance has been provided to complete 24 agreements under the Higher Level Environmental Stewardship over the past year.
- The North York Moors, Coast and Hills LEADER partnership has allocated the first year's allocation to a total of 32 community led schemes.
- Work on the Esk Freshwater Pearl Mussel and Salmon Recovery Project is an example of many projects undertaken in the year to contribute to the Local Biodiversity Action Plan.
- Significant progress has been made on removing Listed Buildings and Scheduled Monuments from the 'At Risk' registers.
- Large scale environmental improvement projects have continued to be delivered through the Landscape Intervention

Fund including the restoration of traditional field boundaries, tree planting and conifer removal.

- Archaeological work has been undertaken largely as part of the HLF funded Lime and Ice Project.

## Recreation and Park Management Services

- Performance against targets has generally shown improvement and most targets have either been met or narrowly missed.
- Improvements have been made in performance against the stretch targets set on the condition of public rights of way and ease of use by the public.
- Progress has also been made on Definitive Map Modification Orders.
- The Authority has continued to be recognised as an exemplar provider of training opportunities for the Modern Apprentice Scheme including recognition at the National Training Awards.
- The contribution of volunteers to the work of the volunteers remains exceptional with a total of 11,077 days worked.
- Passenger numbers on the Moorsbus has increased again by 20% on the 2008/09 total.
- The Community Renewable Energy Project has successfully helped a number of communities in becoming more sustainable.

## Information, Education and Visitor Services

- Performance in this area has been strong with most targets either exceeded or met and in many cases these have been new indicators.
- The 5 year Heritage Connections Project has been completed, a final evaluation report has been produced which sets out the achievements of the project and an impact evaluation has been put in place for one year after the project has finished.
- Investment has been put into permanent National Park interpretation within the Whitby TIC. The North York Moors

NPA is now being promoted to over 1 million visitors per annum to the TIC.

- The Lime and Ice Project is well under way with 3 key elements either completed or nearing completion. These are the excavation project at Boltby Scar, the resurfacing of the footpath to Hood Hill and the 3 new circular village trails.
- There has been investment in marketing the Inspired By... gallery at the Moors Centre which has included the introduction of a separate gallery brochure, newly designed advertising posters and a number of adverts in appropriate magazines and journals. The net result of this has been an increase in sales for the exhibitors and therefore an increase in commission for the Authority.
- Volunteers have been introduced to the National Park Centres as a new initiative to see volunteers being used in different areas of the Authority to help deliver some second purpose activities.

- Customer Service Training for all staff.
- Articulation and adoption of the Authority's Core Values

- The Authority has been successful in retaining the Charter Mark for the 12<sup>th</sup> successive year and a pre-assessment against the criteria for the Customer Service Excellence Standard (CSE) resulting a full accreditation in March 2010.
- The Authority has continued the work to identify efficiency savings of at least 3% per annum which have reallocated to other priorities in the Business Plan

### **Development Control Services**

- A fundamental review of the National Park Management Plan commenced in 2009/10 and it is anticipated that this will be subject to consultation in 2010/11.
- Performance against targets for the percentage of applications determined within 8 weeks has been very strong and has exceeded target as well as improving on the 2008/09 figure.
- The target for the number of affordable housing units has again been exceeded in 2009/10
- Work has continued on the development of Supplementary Planning Documents to expand upon the Core Strategy.

### **Corporate & Democratic Services**

- Performance against the Headline Indicators in the areas of Customer Service Standards has been strong and a number of the improvements to Customer Service have been initiated in 2009/10 including the following;
  - Reorganisation of Corporate Services
  - Adoption of a revised set of Customer Service Standards and production of a Clear Communications Guide

## FINANCIAL PROFILE

The Authority plans its financial management to deliver its statutory purposes and to achieve the priorities established in the Business Plan. The information is presented in accordance with the functional headings agreed in the Financial Grant Memorandum.

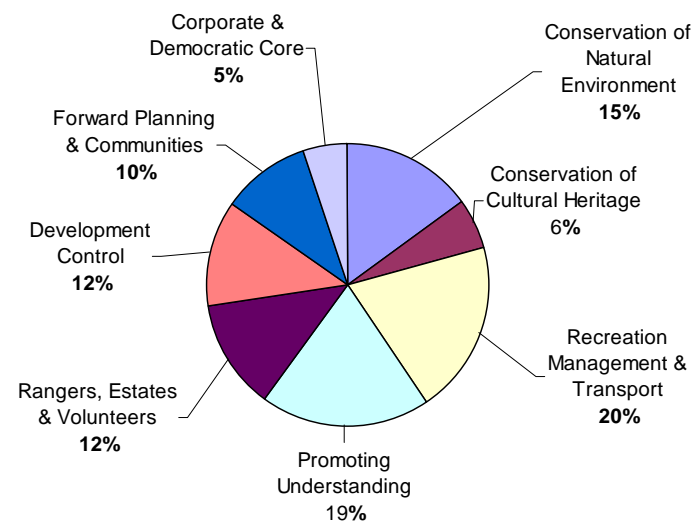
In 2009/10 the Authority spent £8.138 million on delivery of services of which £5.376 million was funded by National Park Grant with the balance of funding from external partners such as Yorkshire Forward, Natural England, Heritage Lottery Fund, English Heritage and the Forestry Commission as well as earned income from fees and charges.

In 2010/11 expenditure is expected to be £7.479 million. When the Authority set its budget for the forthcoming financial year in March 2010 the anticipated income was Defra is £5.503 million (an increase of 2.4% on the 2009/10 budget). Subsequently, the Authority has received notification that the grant will be reduced to £5.228 million following the announcement on the 24 May 2010 relating to a reduction in total public sector spending and the planned spending will need to be adjusted accordingly and a revised budget presented to Performance Monitoring and Management Committee in August 2010.

### Out Turn (Gross Expenditure)

Functional Heading	2009/10 Outturn £000's	2010/11 Budget £000's
Conservation of the Natural Environment	1,199	1,091
Conservation of Cultural Heritage	462	505
Recreation Management and Transport	1,560	1,612
Promoting Understanding	1,549	1,475
Rangers, Estates and Volunteers	992	926
Development Control	969	945
Forward Planning and Communities	825	598
Corporate and Democratic Core	397	327
<b>Total Gross Expenditure</b>	<b>7,953</b>	<b>7,479</b>
Income	<b>(2,783)</b>	<b>(1,891)</b>
<b>Net Expenditure</b>	<b>5,170</b>	<b>5,588</b>

### 2009/10 Outturn



## HEADLINE INDICATORS – PERFORMANCE AND TARGETS

Indicator	2009/10		Target Met	Performance Improvement on 2008/9	Target 2010/11	Target 2014/15
	Target	Actual				
<b>Conservation:</b>						
Area (ha) and % of National Park managed in line with conservation objectives	113,800ha 79%	<b>112,884ha</b> <b>79%</b>	☹ ☺	↑ ↑	113,800ha 79%	114,880ha 80%
Net annual change in area of National Park managed in line with NPA conservation objectives	+1,110ha	<b>+194ha</b>	☹	↑	+916ha	+380ha
<b>Recreation:</b>						
Percentage of footpaths and other Public Rights of Way:						
• That are easy to use by the public	85%	<b>83%</b>	☹	↑	85%	90%
• Signposted where they leave a road	90%	<b>89%</b>	☹	↑	94%	95%
<b>Visitor Services:</b>						
% satisfaction rating for users of 'promoting understanding' services (Visitor Centres, Website, Education and Events)	New Indicator	<b>86%</b>	<b>New</b>	<b>New</b>	89%	90%
<b>Planning:</b>						
% of planning applications determined within 8 weeks	77%	<b>80%</b>	☹	↑	80%	77%
Minor applications in 8 weeks	72%	<b>75%</b>	☹	↑	75%	72%
Other applications in 8 weeks	83%	<b>83%</b>	☹	↑	83%	83%
% of planning appeals dismissed (av. Over 4yrs)	75%	<b>65%</b>	☹	↑	70%	75%
Planning cost per head of population (gross cost)	£45.00	<b>£41.74</b>	☹	↑	£42.75	* Note 1
<b>Access to our Services:</b>						
Performance for answering:						
• Telephone calls personally within 5 rings	98%	<b>98%</b>	☺	↑	98%	98%
• Correspondence within 10 working days	98%	<b>98%</b>	☺	↔	98%	98%
• % of our meetings and events that are accessible by public transport	80%	<b>84%</b>	☺	↓	80%	80%

\* Note 1 – With uncertainties relating to HPDG and level of planning applications in future years it is considered inappropriate to set a 5 year target.

## Scrutiny

The scrutiny arrangements form part of the governance framework at the National Park Authority and seek to drive continuous improvement in the services delivered.

The Performance Monitoring and Management Committee (PM&MC) has formal responsibility for performance and scrutiny. The remit of this committee includes the revision and monitoring of budgets, treasury management, performance and the regular programme of scrutiny reviews.

Formal scrutiny reviews in 2009/10 include:

- Review of the Moorsbus Service - The recommendations from this scrutiny exercise have resulted in major positive changes in 2010 to the service, charging structure and publicity whilst making substantial operational efficiency savings.
- Scrutiny of the Authority's website also commenced in 2009 and the recommendations following the work of the group are expected to be reported to PM&MC in 2010. Interim recommendations have already been agreed and implemented.
- The Director of Corporate Services will lead on a number of benchmarking initiatives in 2010/11.

National Park Authorities are also accountable for their activities and decisions in numerous other ways, including through the formal NPA Performance Assessment which this Authority will undergo in November 2010; a commitment to public participation beyond statutory consultation and the publication of NPA Corporate Plans.

There is also further scrutiny from a number of external sources including:

- Internal Audit
- Audit Commission appointed External Auditors including the Use of Resources Assessment
- Customer Service Excellence Assessment
- Parish and other local meeting forums (Local Access Forum, Primary Land Users Group, Disability Advisory Group)

## Charter Mark and Customer Service Excellence

In December 2009, the Authority was re-accredited the Charter Mark award, remaining fully compliant with all 63 elements of criteria. At the same time the Authority undertook a pre-assessment against the Customer Service Excellence standard, a new accreditation which is being phased in to replace Charter Mark over the next 12 months.

The Authority performed exceptionally well at the pre-assessment and was encouraged by the independent assessor to make an early application for full accreditation. The Authority was awarded Customer Service Excellence in March 2010.

The Assessor described the Authority as "an excellent Service which is recognised nationally as a good practice exemplar in many areas". He praised the Authority for its work with hard to reach and disadvantaged groups; the range, quality and content of information it provides for the public and for having well defined and measurable service standards and targets for all forms of customer contact.

## Customer Satisfaction with Authority Services

Customer satisfaction levels with Authority services are measured on a continual basis and overall satisfaction with the Authority's services remains high. The Authority sets itself challenging and stretching targets for customer satisfaction to ensure that levels continue to improve.

Authority Service	Current Satisfaction Level	Target for 2010/11	Source
Development Control Service	76%	85%	2009 Planning Service User Satisfaction Survey Results
Conservation Services	100%	100%	2009 Conservation Services User Satisfaction Scheme Results
Public Rights of Way Network	92%	93%	2006 Rights of Way User Satisfaction Survey Results
Moorsbus Service	91%	93%	2009 Moorsbus User Satisfaction Survey Results
Promoting Understanding Services (inc Visitor Centres, Website, Education Services and Events)	86%	89%	2009 Promoting Understanding Services User Satisfaction Survey Results

## Customer Service Standards

The Authority reviewed its customer service standards in 2009/10 and launched a revised set of appropriate and measurable standards for timeliness of response for all forms of customer contact including phone calls, letters, e-communications and personal callers.

## Customer Feedback

In 2009 the Authority looked carefully at how it collects customer feedback to help make improvements to its services. A new Customer Feedback leaflet was launched giving customers guidance on how they can give their feedback, how the Authority will handle it and what it will be used for.

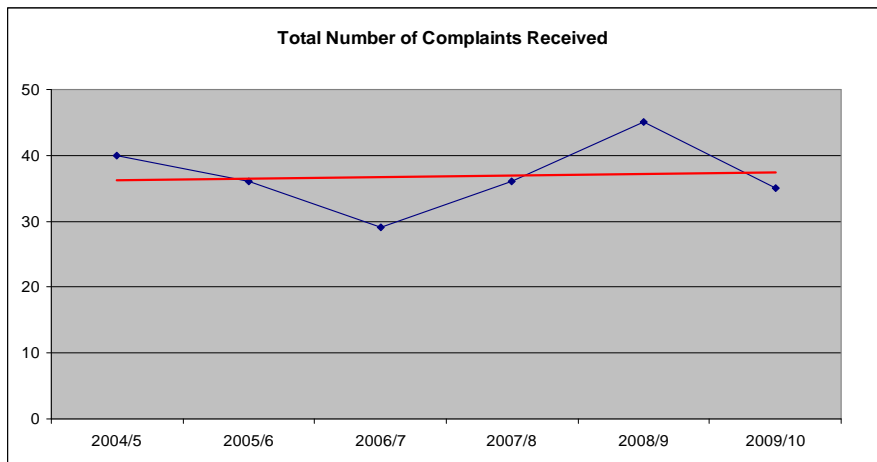
The Authority continues to make many improvements to its services as a direct result of customer feedback. A few examples of this are:

- The introduction of free 10 minute parking bays at the National Park Visitor Centre at Sutton Bank so that visitors can make a short comfort stop on their journey into and across the National Park.
- An overhaul of Moorsbus operating network with a clearer, more easy to understand timetable.
- Refurbishment of toilet and car parking facilities at Hutton le Hole and Thornton le Dale.
- Changes to the planning portal on the Authority's website to make it easier to use by the public.
- Hundreds of small improvements and repairs made to the public right of way network across the whole National Park.
- The introduction of a Resident's Parking Permit for use at National Park Car Parks.
- A new apprenticeship scheme serving the north of the Park.

## Formal Complaints

As a continuation of the work looking at Customer Feedback, in August 2009 the Authority undertook a review of its complaints system. As a result, it updated its written guidance for customers on how to make formal complaints about the Authority's services where issues cannot be resolved informally.

The total number of formal complaints registered against the Authority in 2009/10 was 35 and this figure continues to represent very low levels of complaints across all main areas of service. The current rolling average number of complaints per year is 36 (shown by red line below).



Planning and enforcement issues continue to draw the highest number of complaints, but only a small number are found to be partially or fully justified. Overall complaints decreased by 28% on the same period last year. The reduction in complaints was spread across most areas of service with complaints about enforcement issues seeing the biggest decrease.

In 2009/10 17 (49%) of registered formal complaints were upheld as justified or partially justified. A breakdown of justified/partially justified complaints by service is shown below.

	2004	2005	2006	2007	2008	2009	Total
Planning	6	2	3	4	7	2	24
Enforcement	2	2	0	1	1	2	8
Moorsbus	13	5	2	1	6	4	31
Rights of way	0	0	0	0	0	2	2
Car Park/Toilets	0	0	2	0	1	1	4
Other	0	6	2	4	6	6	24
<b>Total</b>	<b>21</b>	<b>15</b>	<b>9</b>	<b>10</b>	<b>21</b>	<b>17</b>	<b>93</b>

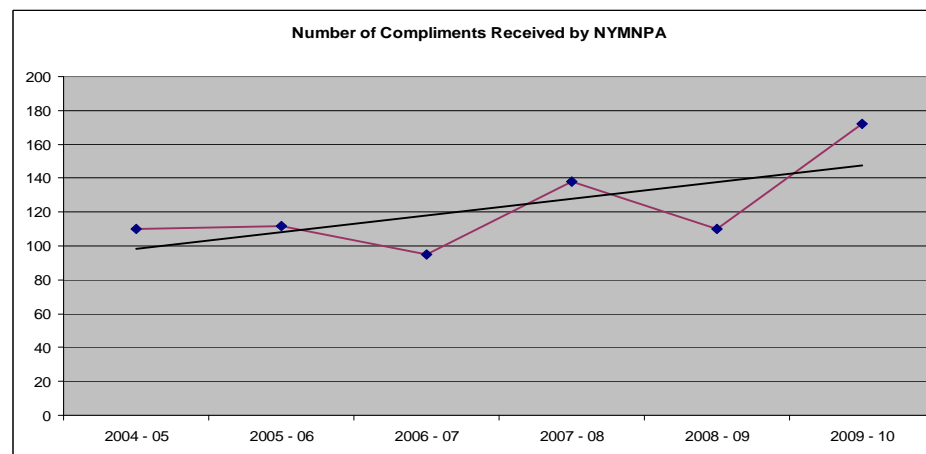
## Ombudsman Complaints

The Local Government Ombudsman (LGO) will not normally consider a complaint unless the Authority has first had an opportunity to deal with that complaint itself. If someone complains to the LGO without having taken the matter up with the Authority, the LGO will usually refer it back to the Authority as a 'premature complaint'. In 2009/10 the LGO recorded one premature complaint against the Authority which was referred back to the Authority.

Three complaints were forwarded to the LGO investigative team for further consideration. Two of these complaints were found to be outside of the LGO's jurisdiction and no further action was warranted. One complaint relating to an enforcement action case was settled locally. The LGO investigation was discontinued as the outcome agreed with the complainant was considered satisfactory.

## Compliments

172 compliments were registered in 2009/10 representing an increase of 36% when compared to the same period in the previous year and the highest level recorded so far since 2004.



## The Standards Committee

The following details the main areas of work undertaken by the Standards Committee in 2009/10:

- Work Programme 2009: the Standards Committee set its forward Work Programme for the year and reviewed it at each meeting.
- Annual Report 2008: consideration of the Standards Committee's Annual Report 2008 which was presented to the meeting of the full Authority on 16 March 2009.
- Independent Members: the re-appointment of Hilary Gilbertson MBE as Independent Member of the Standards Committee.
- Appointments to Complaint Sub-Committees: following the local government elections in June 2009 and the Authority's annual meeting on 29 June 2009, the Standards Committee was required to make appointments to its three Complaint Sub-Committees.
- Further Implementation of the Local Standards Regime: during 2009 there was development and agreement of procedures for the assessment, investigation, consideration and determination of complaints. The Committee's procedures comply with statutory guidance, although they have not yet been used as no complaints under the standards regime have been received by the Monitoring Officer.
- Training: the Committee agreed and maintained a Standards Training Plan for 2009 to ensure that appropriate training in relation to standards issues is being provided to Members. The following standards training took place during 2009:
  - ❖ 7 May 2009: training to Standards Committee Members on the standards regime, standards complaint handling, lobbying and predisposition, predetermination and bias.
  - ❖ 4 November 2009: training to Standards Committee Members on the standards regime, local handling of complaints and predisposition, predetermination and bias. Standards Committee Members also received training that day on the local assessment of complaints using the Standards for England training DVD.
- ❖ 10 December 2009: training to Authority Members on the standards regime, local handling of complaints, lobbying, predisposition, predetermination and bias, and the development control consultative forum.
- Review of Standards Developments: the Committee continued to consider developments in relation to the national standards regime and to provide guidance to Members through training and the Standards Bulletin which is circulated periodically.
- Standards Bulletin: The Committee issued 3 Standards Bulletins during the course of 2009 to assist Members in keeping up-to-date with standards issues.
- Monitoring: Monitoring returns in relation to the local handling of complaints have been completed and submitted to Standards for England, the national regulator, at the end of each quarter since July 2008. A detailed Annual Return dealing with the performance and achievement of the Standards Committee itself was also submitted to Standards for England.
- The Committee also considered data regarding the number and nature of interests declared in meetings and the manner of declarations.

## Environmental Performance

The Authority continues to strive to improve environmental performance and sustainability is a key focus in operational decisions. Longer term issues are discussed by the Green Team and the practical actions are put in place by the Green Implementation Team. The efforts of the Green Team and other members of staff have already helped reduce the environmental impact of the Authority's operations:

- 54,540 litres of plastic have been collected and recycled by a local scheme.
- 51,900 litres of paper, 27,300 litres of cardboard have also been recycled together with batteries, stamps, light bulbs, cans, glass and composted green waste.
- Our old IT equipment is recycled to Second Byte who re-use it where possible.
- Our energy use has been audited by Action Energy and as a result we have introduced low energy light bulbs, thermostatic radiator valves and stickers to remind staff to save energy.
- We actively promote green commuting with car sharing, walking and cycling all being encouraged. Staff have the opportunity to purchase new bikes at a discount under the Cycle to Work Scheme and the Authority has erected a secure bike shelter.
- 'Green Travel Week' is run for staff on a quarterly basis.
- In 2009/10 low emission vehicles were purchased to replace the older fleet vehicles at the end of their lease. The new vehicles are powered by biodiesel manufactured from waste oil.
- In 2010/11 the heating system at the Authority's main premises will be replaced with a more energy efficient system
- Work has also commenced to reduce the energy usage of IT hardware.

All English National Park Authorities had previously committed to being carbon neutral by 2012 and were working towards setting boundaries for measuring carbon emissions and appropriate offsetting mechanisms. The method of measuring carbon emissions is completed and agreed by NPO's. However, Defra have advised that the use of the terms 'carbon neutral' and 'carbon offsetting' are no longer appropriate and Authorities need to seek an alternative solution to demonstrate their carbon emission commitments. An alternative approach based on highlighting funding for local carbon reduction projects has been proposed and is being developed by the Climate Change Working Group.

## Section 62

All NPAs have been requested to indicate any institutions which are failing to meet their statutory obligations under Section 62 of the 1995 Environment Act, which requires public bodies to have regard to National Park purposes. The Authority does not wish to identify any institution as, overall, failing to have regard to Park purposes, but clearly there are numerous occasions when it would seem appropriate for *greater* weight to be given to them. The wording of the Act should be strengthened to make this a more meaningful test of commitment

## Code of Practice on Workforce Matters

The Authority has not let any contracts during the period April 2009 to March 2010 that have involved the transfer of staff.

## FIRST STATUTORY PURPOSE

### CONSERVATION SERVICES

#### Areas of Work

- Farmed land, coast, moorland, wetland and water, landscape, woodland, trees and forestry, biodiversity and wildlife conservation, earth heritage, pollution and waste management, management of Authority owned land and related work to foster economic and social well being.
- Archaeology, buildings, enhancement schemes, conservation areas, local culture and traditions, related work to foster economic and social well-being.
- Mitigating and adapting to climate change

#### Summary of Work Programme

There has been a continued focus on delivery of conservation initiatives at a 'landscape scale'. These have included significant areas of conifer removal from moorland and continued input to Bumble Wood to progress conversion to heathland and broadleaved woodland. Planted ancient woodland restoration, in field and field boundary tree planting, restoration of May Moss raised bog in partnership with the Forestry Commission, and large scale field boundary restoration on the coast and in the CAN DO area. The CAN DO area has also provided a study for habitat network mapping and this will be further progressed under a regional bid for Interreg funding to carry out a detailed study on the area.

Conserving the National Park's deep peat has progressed with the development of an MOA with the Yorkshire Wildlife Trust to deliver survey, specification, tenders and an overview of work for peat conservation measures. The intention is that these works will be funded through the Higher Level Environmental Stewardship Scheme (HLS). 24 HLS agreements have been completed over the past year, including 14 on moorland, covering a total of 23,928ha. A further 19 are under discussion covering a further 10,164ha. Work has also been carried out to help

farmers in the Authority's Farm Scheme to gain access to the new Upland Entry Level Stewardship Scheme (UELS). The moorland HLS agreements have been key to retaining hill flocks and moorland grazing. Recent Defra farming census data shows that the decline in the number of hill flocks has currently stabilized at around 100 flocks.

There has been a strong focus on developing and delivering archaeological activity over the past year. An excavation of Boltby Scar Promontory Fort was very successful and has revealed some valuable archaeo-environmental evidence. Erosion repairs to Hood Hill Castle were also completed. Both of the above schemes were funded by the HLF Lime and Ice Project. A Monument Management Scheme has been set up with joint funding from the Authority and English Heritage. This is specifically aimed at reducing the risk of damage to Scheduled Monuments. Over the year 50 of the 350 Scheduled Monuments listed as being 'at risk' in the National Park were 'rescued' via re-survey, bracken and scrub control, and management agreements. A considerable amount of work has also gone into the heritage element of moorland HLS agreements. Work has continued on the North East Yorkshire Mesolithic Project and the Fylingdales fire site, and an audit of the Authority's Historic Environment Record was completed resulting in proposals for its improvement.

A number of actions arising from the North York Moors Local Biodiversity Action Plan are been implemented. The Grasslands Project has now finished (November 2009) but work is continuing with most sites now covered by either a national or local management agreement. The River Esk Freshwater Pearl Mussel and Salmon Recovery Project has benefited from £78,500 of LEADER funding to carry out river restoration on 22 farms in the Esk Valley. Captive breeding of mussels, river corridor and mussel surveys and the control of riverbank invasive species (Knotweed) has also continued. Habitat management for water voles and monitoring for mink presence has been carried out in the location of known water vole populations. Due to work carried out by the charity Butterfly Conservation supported by the Authority, the population of Duke of Burgundy fritillary now seems to have stabilized in at least one network area. Further work to extend and link potential breeding sites is continuing.

Building Conservation projects have focused on reducing the number of Listed Buildings at Risk on the BAR register, and continuing to administer

grant projects to enhance the distinctive character of the historic built environment. All together a total of 97 Buildings at Risk were removed from the register as a result of a combination of reassessment, works undertaken by owners, grant aid, direct works, enforcement procedures and officer advice. Historic buildings grant has supported 10 Listed Buildings in poor condition; conservation area enhancement grant has supported the reinstatement of lost architectural features in 10 buildings; and the final year of the Robin Hoods Bay Partnership Scheme with English Heritage has supported repair and reinstatement works to 4 Listed Buildings.

Grant aided work to deal with identified landscape issues has delivered a substantial amount of traditional field boundary restoration, removal of poorly sited conifer blocks, landscaping of coastal caravan parks, and planting of c. 500 infield and field boundary trees (although less this last year due to the harsh winter).

The North York Moors, Coast and Hills LEADER partnership, of which the Authority is the lead partner, has become firmly established and has delivered funding for 32 community led projects already, ranging from village hall restoration, play areas and sports field provision, to wildlife conservation and community history projects. £1.5 million of the total budget of £3.1 million for 2009-13 has now been allocated. Total cash expenditure for 2009/10 was £636,000.

Mitigating and adapting to climate change is becoming embedded throughout virtually every area of the Authority's work, but specifically includes the Community Renewable Energy Project and many of the projects receiving grant from the Sustainable Development Fund. The Authority remains committed to reducing emissions from its own operations.

## **Performance against Targets**

The majority of performance targets in this area have been met or exceeded with some exemplary performance in rescuing Listed Buildings and Scheduled Monuments at Risk.

The targets for the net annual change in area managed in accordance with National Park conservation objectives, the area of new native woodland and woodland pasture have not been achieved and progress against Local Biodiversity Action Plan has been limited.

Reasons for lack of interest in tree planting are not entirely clear but the English Woodland Creation Grant Scheme does not currently appear to provide an adequate incentive for landowners to plant new woods. Wider promotion of woodland creation objectives will be carried out to support the new Forestry Commission/Yorkshire Forward Capital Programme, which should make added incentives to plant new woodland available in the coming year. A number of wood pasture schemes which were drawn up during 2009/10 were progressed through Higher Level Stewardship Agreements/funding which makes the process relatively longer and therefore the trees weren't planted in 2009/10 but will be planted in the 2010/11 planting season.

The Biodiversity Officer's contract came to an end in November 2009 – and since that time the Authority has not had resource for driving the LBAP forward and co-ordinating reporting. Reporting onto BARS is now the responsibility of a number of individuals within a variety of organizations. The majority of the Actions recorded as not started are Actions which are the responsibility of other organisations/groups (not the NPA).

## CONSERVATION SERVICES

### Achievements, Improvements and Implementation

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
FP1, FP2, FP3, FP4, FP5	Work with Natural England to deliver HLS in target areas	24 HLS agreements completed during 2009/10 covering 23,928ha. 14 further in negotiation covering 10,164ha	HLS delivery has progressed well with some very large and complex moorland agreements completed.	Continue to deliver HLS Agreements. Establish more efficient working arrangements with Natural England.
FP1, FP2, FP3, FP4, FP6, SP1, SP2, SP3, SP4, SP6	Deliver Lime and Ice work programme, effectively and on time	Planned excavation work completed at Boltby Scar hillfort and on the conservation works at Hood Hill.		Consideration to and development of further excavation at Boltby (for proposed commencement in May 2011).
FP1, FP2, FP3	Implement identified BAP targets – achieve BAP targets for actions commenced and completed.	73% of BAP targeted actions underway. Some delays in reporting due to introduction of national recording system (BARS).	The NPA no longer has a BAP Officer. Recording and reporting has now been devolved to different officers/organisations.	Continue to implement BAP Actions. Review progress with partners.
FP1 – FP7	Implement findings of First Purpose Review through delivery of Business Plan actions	All delivery actions identified are underway (27) or planned (2).	Progress generally good. Risks to tranquillity objectives due to difficulty in obtaining data.	Continue delivery of First Purpose Business Plan actions.
FP1, FP2, FP4, FP5	Deliver LEADER funding and priorities	1 <sup>st</sup> year budget (£362,000) delivered. 32 community led projects (target was 28).	Partnership now running well. A range of good project funded. Some shortfall on rural heritage, tourism and training outputs.	Continue to deliver LEADER funding. Look for key projects for heritage and tourism.
FP1, FP2, FP3, FP4, FP5, FP6	Deliver large scale environmental improvements using the Landscape Intervention Fund	LIF funded projects include wall and hedge restoration, tree planting, invasive species control, PAWS restoration, heathland restoration, removal of conifer blocks and significant repair to listed farm buildings.	Some very valuable large scale projects have been funded. Plans currently on hold for 2010/11 due to budget uncertainty.	Maintain LIF budget, subject to overall funding constraints. Deliver projects where possible.

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
FP7	<p>Make appropriate contribution to tackling climate change through:</p> <ul style="list-style-type: none"> <li>• Implement project plan and energy actions plans in partnership with communities including hydro electric project and further energy efficiency and domestic renewables;</li> <li>• Monitor progress against targets for Local Area Agreement targets;</li> <li>• Develop Climate Change Action Plan to be approved and adapted by Authority;</li> <li>• Undertake consultation with members and staff on what can be done to reduce emissions further;</li> <li>• Agree single method between English NPAs for setting boundaries for measuring carbon emissions and appropriate offsetting mechanisms.</li> </ul>	<p>Project plan implemented and community energy plans delivered, with the exception of the hydro electric scheme which was delayed pending resolution of abstraction licence and fisheries issues. Excellent progress was made in partner communities in the delivery of energy efficiency and small scale renewables.</p> <p>The NPA provides the Target Lead Officer for the N185 Emissions Reduction. Target set and provisionally achieved..</p> <p>An interim report has been taken to NPA.</p> <p>Staff consulted at a full staff meeting and individual dept meetings. Comments have been compiled and noted as potential areas for reductions.</p> <p>The method of measuring carbon emissions is completed and agreed by NPO's. Defra have advised that the use of the terms 'carbon neutral and 'carbon offsetting' are no longer appropriate and Authorities are seeking an alternative solution</p>	<p>This is a family indicator.</p> <p>This will be reappraised following publication of the Management Plan</p> <p>NPAs need to find a different way to demonstrate their carbon emission commitments. An alternative approach based on highlighting funding for local carbon reduction projects has been proposed and is being developed by the Climate Change Working Group.</p>	<ul style="list-style-type: none"> <li>• Complete Community Renewable Energy Project. Work with community to secure funding for hydro electric scheme.</li> <li>• Deliver EU Sunflower Project and develop tool kit for communities seeking to become energy sustainable.</li> <li>• A 4% cut in emissions over two years (2009-2011)</li> </ul> <p>With other English NPA's, agree a 'low carbon' approach to emissions reductions whereby Authority contributions to reducing emissions in the wider Park is fully recognised.</p>

<b>Management Plan Key Policy Objective</b>	<b>Key Implementation Objectives &amp; Targets for 2009/10</b>	<b>Achievements &amp; Improvements 2009/10</b>	<b>Explanation</b>	<b>Key Implementation Objectives &amp; Targets for 2010/11</b>
FP2, PL3, PL6	<p>Continue to operate the SDF well –</p> <ul style="list-style-type: none"> <li>• Allocate all grant funding to high quality projects;</li> <li>• Effectively market, monitor and publicise the SDF;</li> <li>• Host the annual meeting of National Park SDF Officers;</li> <li>• Seek additional funding from Yorkshire Forward.</li> </ul>	<p>Allocation of grant funding is up to date.</p> <p>Press releases, staff given information, National Review of SDF undertaken and presented to all party parliamentary Group. Annual progress report for Defra completed.</p> <p>Achieved.</p> <p>This was progressed jointly with the Yorkshire Dales but ultimately not successful.</p>	<p>See Report to NPA March 2010 for full details</p> <p>Detailed proposals for doubling the size of the NP SDF were discussed with YF but ultimately the funding was not forthcoming.</p>	<p>Allocate all grant funding to high quality projects</p> <p>Effectively market, monitor and publicise the SDF.</p>
FP4	Continue with Historic Environment Record development	Full audit of HER completed and recommendations developed. Input of new data continued.	The English Heritage funded audit has highlighted a number of areas for improvement.	Continue to develop the HER, implement audit recommendations regarding transfer and screening of data, as funding allows.
FP4	Rescue 30 Scheduled Monuments from High Risk or Medium Risk with high vulnerability	50 Scheduled Monuments rescued in 2009/10. Monument Management Scheme set up with match funding from English Heritage. Archaeological Volunteers trained in surveying.		Rescue 15 Scheduled Monuments from High Risk or Medium Risk with high vulnerability.
FP4, SP9	<p>Maintain -</p> <ul style="list-style-type: none"> <li>• Local archaeological/historical group activity;</li> <li>• Archaeological Volunteer actions.</li> </ul>	Activity maintained. Contact details updated and maintained. Volunteers carrying out Monuments at Risk surveys and Mesolithic Project work.		Produce Local History and Archaeology Groups Newsletter. Continue to involve Archaeology Volunteers in Monument survey.

<b>Management Plan Key Policy Objective</b>	<b>Key Implementation Objectives &amp; Targets for 2009/10</b>	<b>Achievements &amp; Improvements 2009/10</b>	<b>Explanation</b>	<b>Key Implementation Objectives &amp; Targets for 2010/11</b>
FP4, SP1, SP3	Implement Grosmont car park project (subject to funding bid success) - submit LEADER application	Funding not obtained.	Funding bid to LEADER was not successful. Aim is to include this site in a wider bid during 2011/12	None
FP1, FP2, FP3, FP4, FP5	Continue to develop measures that contribute to the CAN DO project partnership objectives – start to develop habitat network enhancement through agreements with landowners	CAN DO Forum held. Work continuing within CAN DO area on farm conservation, archaeological sites, and through landscape intervention. Contact with farmers re Environmental Stewardship Schemes commenced.		None
FP4, PL2	When resources are available – carry out Conservation Area Assessments	Ampleforth and Oswaldkirk Conservation Area Assessment & Management Plans (CAAMPs) drafts produced	Timeframe for production of CAAMPs delayed due to joint working requirements with Ryedale District Council e.g. Committee Dates and Consultation procedures	Oswaldkirk and Ampleforth CAAMPs adopted plus 2 additional CAAMPs produced.
FP4	Complete Building at Risk (BAR) Action Plan agreed with English Heritage and deliver further agreed targets.	Table produced detailing current situation regarding progress of works and negotiations.	Table produced to help actively manage BARs. English Heritage only involved in works relating to Grade I and II*	Maintain and update Table
FP4	Remove a further 6 listed buildings from the 'At Risk Register'.	97 buildings at risk removed from Register.	BAR work currently a priority for NYMNP. High figure achieved due to reassessment, grant works, direct works, enforcement and advice.	Remove a further 20 buildings at risk from register utilising LEADER Small Scale Enhancements Scheme and Historic Building Grant
FP4, FP5	Continue to invest in the Village Improvement Scheme – award budget fully to eligible projects across the National Park. Continue to support village caretakers and investigate potential for expansion to new communities.	The VIS combined with LEADER funding to provide enhanced opportunities. The Village Caretakers Scheme has expanded during 2009/10 with 3 new communities participating.		Deliver Small Scale Enhancements Scheme

## SECOND STATUTORY PURPOSE

### INFORMATION, EDUCATION AND VISITOR SERVICES

#### Areas of Work

- Visitor management and facilities, access to open land, public rights of way, specialist recreation, car parks, related work to foster economic and social well-being.
- Visitor centres, information and interpretation services, education service, public relations, web site, social inclusion, related work to foster economic and social well-being.

#### Core Work

Investment has been put into permanent National Park interpretation within the Whitby TIC. The North York Moors NPA is now being promoted to over 500,000 visitors per annum who visit the TIC. A DVD highlights the Esk Valley area of the Park and signposts visitors to the Moors National Park Centre where they can be further introduced to the special qualities of the North York Moors.

There has been investment in marketing the Inspired By... gallery at the Moors Centre which has included the introduction of a separate gallery brochure, newly designed advertising posters and a number of adverts in appropriate magazines and journals. The net result of this has been an increase in sales for the exhibitors and therefore an increase in commission for the Authority.

In 2009/10 we celebrated the 60<sup>th</sup> Anniversary of National Park legislation and the North York Moors used the National Park Week to promote various aspects of the Park. The events programme included a launch event at the Moors Centre focusing on the work of the Authority, a green, "Awesome Planet" event at Sutton Bank and a Roman re-enactment day at Cawthorne Camps. The 3 large events generated a significant amount of press coverage both for the North York Moors and the National Parks as a whole.

Volunteers have been introduced to the National Park Centres as a new initiative to see volunteers being used in different areas of the Authority to help deliver some second purpose activities.

The Visitor Centres are continuing to perform well and have seen an increase in revenue in 2009/10. This has been achieved through the implementation of the existing Retail Strategy and the events and exhibitions programme at each centre. The Moors Centre retail budget was revised to £95K and achieved £94K and Sutton Bank budget was £83K and achieved £85K.

The Moors National Park Centre Marketing Strategy was implemented to assist with meeting the target of 150,000 visitors by 2010/11. In 2009/10 the centre received approximately 130,000 visitors. The Sutton Bank tearoom licence was renewed in Mar 10 and the Moors Centre licence was extended for a further two years. The lease and rent review for the Moors Centre has been re-negotiated and signed.

Our Education Service is working hard to achieve a quality badge scheme accreditation and this work will continue into 2010/11. They are also developing pre and post visit school resources which include self guided resources for teachers. Some of this work is already on the website.

Research began on developing a project that will support local tourism businesses and encourage them to market the North York Moors as an area of Local Distinctiveness. This focuses on sustainable tourism which encourages visitors to experience and enjoy the Park, encouraging quiet enjoyment and reinvestment in the economy and communities that support the landscape.

## **Project Work**

The 5 year Heritage Connections Project came to an end this year. A final evaluation report was produced setting out the achievements of the project and the impact it has had on the NPA and participants of the project. A website page was created within the Authority's website and a toolkit produced that can be used by the Community Champions to deliver activities in the National Park and therefore sustain the benefits to the communities and the Park beyond the life of the project.

The Lime and Ice Project continued to progress with 3 key elements either completed or nearing completion. These include the excavation project at Boltby Scar, the resurfacing of the footpath to Hood Hill and 2 of the 3 new circular village trails. There were a number of key public events throughout the year and our Education Service engaged with local schools to complete the Children on the Trail project. Discussions also began on the redevelopment of the permanent exhibition at Sutton Bank visitor centre and the Yearsley Moor landscape investigations are well underway.

## **Performance against Indicators**

In 2009/10 a new suite of indicators were introduced to look at customer satisfaction levels and also to assess if we have helped to increase people's understanding of what is special about our National Park. We achieved 86% on satisfaction with our events, website, education and visitor centres.

The Authority's website scored well against overall satisfaction with an average of 70%, however, it scored disappointingly against increased understanding and awareness reaching just 55%. It is hoped that, with the work currently being undertaken to review the website, the 2010/11 target of 60% will be achieved. Our Education Service performed well exceeding their target for increased understanding by 14%.

92% of our press releases were picked up by two or more publications, an increase of 6% on the previous year and 7% above our target.

The planned number of Health Walks rose from 20 to 30 in 2009/10 and the target of 250 participants was significantly overachieved with 332 people attending the walks.

## INFORMATION, EDUCATION AND VISITOR SERVICES

### Achievements, Improvements and Implementation

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
<p><b>SP3, SP4</b></p>	<p>To engage and create opportunities for under-represented groups to access and enjoy the NP with particular reference to target groups: BME, young people, people on low incomes and the disabled through:-</p> <ul style="list-style-type: none"> <li>• Programme of health walks</li> <li>• Mainstream Mosaic Project</li> <li>• Completion of the Heritage Connections Project</li> <li>• Developing and promoting the website.</li> <li>• Investigating the use of new technology in interpretation to target audiences (e.g. young people) who are more challenging to engage.</li> <li>• Developing the use of key locations outside the Park to promote awareness.</li> </ul>	<p>A programme of 20 health walks resulted in over 250 participants, more than the original target.</p> <p>Mainstream Mosaic II work achieved by 2009.</p> <p>The Authority has purchased a new domain name and developments to the website have been agreed and prioritised according to budget availability.</p> <p>There has been some initial investment in technology to allow the Authority to trail Ipod trails.</p> <p>A new National Park Performance Indicator has been introduced as part of the improvements to data collection on use of and awareness of the Park by under-represented groups has begun.</p> <p>The mobile display unit was set up in the centre of Middlesbrough as a trail to gauge its level of success.</p>	<p>Delivery of After Mosaic Action Plan included training and group leader visits.</p> <p>The change in domain name should result in an increase in users.</p> <p>Questions have been developed forming part of the ongoing survey work across core areas of work including National Park Centres, Events, Education and the Website. This information is then collated and analysed as part of the new national PI.</p> <p>The location, use and content of the mobile display units and caravans were reviewed and costed recommendations were presented to NP Officers.</p>	<p>The targets have remained the same for 2010/11 at 20 walks and 250 participants but should include more challenging walks.</p> <p>A new plan for Mosaic will be designed by Mar 2010 for delivery in 2010/11.</p> <p>Work on the website scrutiny will be completed and the areas identified for improvement will be delivered in 2010/11.</p> <p>Investigation into podcasts.</p> <p>Monitor promoting understanding PU3 PI and also RM3 (volunteers diversity indicator) 2010/11.</p> <p>Develop external funding bid based around young people and their families who are at risk of cardio-vascular disease. Work with new partners as well as Heritage Connections partners where appropriate.</p>

<b>Management Plan Key Policy Objective</b>	<b>Key Implementation Objectives &amp; Targets for 2009/10</b>	<b>Achievements &amp; Improvements in 2009/10</b>	<b>Explanation</b>	<b>Key Implementation Objectives &amp; Targets for 2010/11</b>
<b>SP3</b>	To provide a strategic overview of how the Authority communicates with its various audiences.	<p>Some new / re-painted boundary markers in place.</p> <p>Liaison with Highways Authorities to plan and cost a scheme for some new gateway signage at key entry points to the Park.</p> <p>Work has been undertaken on All Park and Regional Awareness Surveys.</p> <p>A working group was set up to agree the remit of the review of communications, identify the brief and resources needed and if necessary use consultants.</p> <p>The actions arising from the Education Service Review are being implemented.</p>	<p>This work has been costed but unfortunately there is currently no budget available from Highways to carry out this work.</p> <p>The cost of a National Park Visitor Survey has been researched and there has been some participation in All Park discussions with regards the All Park Visitor Survey.</p>	<p>All Parks survey due in 2012 Regional Survey due in 2013</p> <p>Communications Strategy to be completed by 2010/11.</p> <p>60% of school contacts with the education service from priority 1,2 and 3 audiences by 2012/13.</p> <p>Carry out casual user survey and compare against 2004 survey results by Sept 2010.</p>

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
<p><b>SP1, SP3, SP4</b></p>	<p>To improve access and enjoyment in target areas of the National Park including:-</p> <ul style="list-style-type: none"> <li>• Sutton Bank and the SW area of the National Park through the implementation of the Lime and Ice Project and related opportunities.</li> <li>• Whitby and other strategic locations throughout the Park where appropriate.</li> </ul> <p>And through investigating the development of cultural / industrial heritage project to be delivered with external funding.</p>	<p>The Lime and Ice project has delivered in the following areas:-</p> <ul style="list-style-type: none"> <li>• Two out of the three proposed circular trails have been designed and delivered around Kilburn and Oldstead.</li> <li>• Children on the Trail project has been completed with a number of local schools.</li> <li>• 4 Lime and Ice related volunteer tasks have been undertaken.</li> <li>• An initial excavation of Boltby Scar Hill Fort has been completed and the findings recorded.</li> <li>• The improvements to the footpath at Hood Hill have been completed.</li> <li>• 10 events have been delivered as per the instruction within the Lime and Ice Business Plan.</li> <li>• Work on the Yearsley Moor landscape investigation has begun.</li> <li>• Sutton Bank Visitor Centre Working Group has been identified to take forward the proposals for the re-development of the interpretive exhibition.</li> </ul>	<p>The third trail has been identified but the route still needs to be checked by the Area Ranger before production can go ahead.</p> <p>There have been fewer undertaken than expected due to the timing of individual tasks.</p> <p>These have included children's excavation activities, guided walks and specialist talks. This area of work will be ongoing throughout the life of the project.</p>	<p>Complete the third trail and commence the development or a further set of trails.</p> <p>Continue to provide a programme of related events.</p> <p>Continue to support the Yearsley Moor volunteers in area research and begin development of access trails based on information gathered.</p> <p>Pursue Lime and Ice aspects of the Sutton Bank redevelopment including an interpretation brief and virtual landscape reality feature.</p>

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
SP1, SP3, SP4		<p>The National Park has contributed towards the new interpretive display within the Whitby TIC and there is now a dedicated area focusing on the NYMNP.</p> <p>There have been a number of project development meetings held to discuss "This Exploited Land" project.</p>	<p>This work has been carried out in liaison with Scarborough Borough Council who manage Whitby TIC. The Business Plan states that a NP presence would be in place by 2012.</p> <p>This project is expected to be delivered within the next Business Plan.</p>	Undertake planning meetings throughout 2010/11.
SP3, SP5, SP7	To influence the sub-regional tourism policy and delivery through links with the new Yorkshire Tourism Network and by taking a lead role on sustainable tourism for the Yorkshire Moors and Coast Area Tourism Partnership.	<p>Delivery of product development and sustainable tourism actions in the YMCTP Business Plan.</p> <p>Proposals were developed for quality low cost, low key accommodation facilities associated with long distance routes.</p> <p>Continued to input into tourism provider support along long distance walking and cycling routes.</p>	<p>Research has been carried out on a new Local Distinctiveness Project which it is hoped will be eligible for external LEADER funding.</p> <p>Funding was available from YMCTP for a Skypod feasibility study with tourism providers.</p> <p>This included press support for the 40<sup>th</sup> Anniversary of the Cleveland Way, a school project and liaison with VHEY on their cycling routes.</p>	Undertake and develop Local Distinctiveness project for LEADER submission by Oct 2010.
SP1, SP3	To maximise the contribution of access and enjoyment to local communities and their economies.	<p>Accommodation available on the touchscreens is being automatically updated through a new system.</p> <p>The Inspired By...gallery had a full programme of exhibitions in 2009/10 and was heavily promoted through a new gallery brochure and with targeted marketing.</p>		<p>Continue to update online local produce guide and touchscreen information.</p> <p>Exhibitions programme full and 2011 opportunities promoted.</p>

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
SP1, SP3	To optimise the revenue potential of visitor facilities.	<p>Being achieved through the implementation of the existing Retail Strategy and the events and exhibitions programme at each centre. The Moors Centre retail budget was revised to £95K and achieved £94K and Sutton Banks budget was £83K and achieved £85K.</p> <p>The Moors National Park Centre Marketing Strategy was implemented to assist with meeting the target of 150,000 visitors by 2010/11. In 2009/10 the centre received approximately 130,000 visitors.</p> <p>The Sutton Bank tearoom licence was renewed in Mar 10 and the Moors Centre licence was extended for a further two years.</p> <p>The Moors Centre lease and rent review has been re-negotiated, signed and sealed.</p> <p>The plans to develop the overflow car park facility at the Moors Centre have been costed and subject to budget and planning permission this work is due to be completed in 2010.</p>	<p>The agreed licence fee for the Sutton Bank Tearoom has increased and the new contract will run for a 5 year period. The Moors Centre Tearoom will have to undergo a new tender process in Feb 2012.</p>	<p>Retail consultant engaged to advise on retail targets by end of Mar 2011.</p> <p>Income targets achieved or may need to ask for approval to revise the targets after consultant's advice.</p> <p>Moors Centre advertising and actions delivered and monitored. New door counter to be investigated and purchased if budget allows by end of Mar 2011.</p> <p>Overflow car park work to be completed in 2010.</p>

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
SP9	To develop the volunteer service across the Authority's work areas.	<p>A small team of volunteers has been developed to assist the Information Assistants within the Visitor Centres.</p> <p>A BME advisory group has been developed and they are currently meeting twice a year.</p>	Role descriptions were drafted and interviews have taken place resulting in the recruitment of two volunteers for each centre.	Continue to train and develop the team of Volunteer Information Assistants in the centres and develop a pool of volunteers to assist with shows, events and other information tasks by Jun 2010.
SP1, SP2, SP3	Continue to manage and develop excellent facilities for visitors to the National Park including the National Park Visitor Centres, Cawthorne Camps and the Levisham Estate.	<p>Sutton Bank Visitor Centre Working Group has been identified to take forward the proposals for the re-development of the interpretive exhibition.</p> <p>Implementation of the recommendations for the "Easy Going Moors" pack has begun.</p> <p>There has been some input into the Cawthorne Camps Management Plan.</p> <p>New publications for Cawthorne Camps and the Levisham Estate have been produced along with new interpretation for the mobile display unit at Saltergate.</p> <p>A Service Level Agreement has been set up with the Ryedale Folk Museum to raise awareness of the special qualities of the National Park.</p>	<p>Some of this work is being carried out by the Ranger Service however due to budget restrictions, certain areas have been put on hold.</p> <p>This information has been submitted to the consultant and we are awaiting the final report.</p>	<p>Continue planning for exhibition and possible expansion with work to be completed by 2013.</p> <p>75% of the reviewed recommendations for the "Easy Going Moors" pack will be completed by 2012. Investigate the costs for Crow Wood and make improvements where possible.</p> <p>Monitor RFM SLA, complete Whitby TIC SLA and monitor. There is a possibility of investigating a partnership with the North Yorkshire Moors Railway regarding visitor centre redevelopment.</p>

<b>Management Plan Key Policy Objective</b>	<b>Key Implementation Objectives &amp; Targets for 2009/10</b>	<b>Achievements &amp; Improvements in 2009/10</b>	<b>Explanation</b>	<b>Key Implementation Objectives &amp; Targets for 2010/11</b>
<b>SP3, SP4</b>	To provide a wide based Education Service delivery.	<p>Work is ongoing to achieve a quality badge scheme accreditation.</p> <p>Pre and post visit resources are being developed including self guided resources for teachers. Some of this work is already on the website.</p>	Progress has been made on planning and resources are being developed.	Inspection to take place in 2010.
<b>SP1, SP3</b>	To deliver a programme of events across the Park.	<p>National Park Week has continued to be a success for the NYMs. As part of the week this year, a photographic exhibition was produced which generated a high level of local and national press coverage.</p> <p>The Health Walk programme over achieved on both the number of planned walks and the expected number of participants.</p>		<p>Events Strategy to be written by March 2011.</p> <p>Ensure all events participants receive and complete a feedback form.</p> <p>All events to be assessed on which special quality they are fulfilling ensuring key messages are identified through the Events Strategy by March 2011.</p>

## SECOND STATUTORY PURPOSE

### RECREATION AND PARK MANAGEMENT SERVICES

#### Areas of Work

- Access to open land, public rights of way, specialist recreation, car parks, related work to foster economic and social well-being.
- Public transport, traffic management, related work to foster economic and social well-being.
- Ranger service, estate teams, volunteers, related work to foster the social and economic well-being.

#### Core Work

The Authority's Field Services continued their concentrated effort to improve the condition of the 2000km network of public rights of way. This delivered a 6% improvement in ease of use across the network including some major repairs/replacements of bridges and a continued removal of barriers to improve accessibility. A focussed effort was also made to ensure that public rights of way were properly signposted. This resulted in a 2% improvement in this measure.

Work to improve the definitive map of public rights of way also continued. Despite a complicated public enquiry demanding significant staff input, 19 orders were made to correct the map and good progress was made on preparations for more.

On the Cleveland Way National Trail, the Authority worked with Natural England to produce a set of downloadable "Easy Trails" making the iconic route available/attractive to a broad range of people.

The Authority produced new guidance for visitors with dogs. The leaflet and associated web pages were produced with endorsement from both the Kennel Club and Moorland Association and are now distributed via information outlets, vets, pet shops, etc.

In September the National Park Authority won a UK "Best Training Provider" award from the National Training Awards. This was in recognition of the high quality apprenticeship scheme. Once again all of our apprentices who completed their training did so with flying colours and went on to employment. New apprentices have been recruited and are at work around the National Park. Negotiations were entered into with Redcar and Cleveland Borough Council for the creation of a new team of apprentices to work in the north of the National Park and provide training opportunities for young unemployed people from within the Borough.

The Authority's volunteer service continued to grow. During 2009/10 volunteers carried out over 11,000 days work on the National Park Authority's behalf and achieved an enormous amount of work, particularly on improving access, delivering information and advice to visitors and conservation of habitats and archaeological sites.

Moorsbus performed extremely well during the 2009 season. Passenger numbers increased by 20% on the previous year and the service saved around 1.8m car miles that would otherwise have been travelled. This resulted in a saving of around 666 tonnes of CO2 emissions. On top of the improved performance there was also a reduction of around 24% in the net cost of the service to the Authority

A review of the Moorsbus service was carried out and changes made to the service in time for the 2010 season. Changes made following the review aim to make the service easier to use, reduce route duplication, improve information and to find efficiency savings to enable promotion of the service to a wider audience.

Excellent progress was made in the implementation of the Community Renewable Energy Project. In all of the project communities, local people have gone about implementing their energy action plans, reducing energy consumption and developing the means to generate local renewables. In Appleton le Moors and Spaunton, the development of a community woodland combined with training of local champions and the creation of a

grant scheme has enabled many households to cut energy use, install micro renewables and switch from oil heating to woodfired heating.

In Bransdale, working in partnership with the National Trust and Forestry Commission, many local houses have installed energy efficiency measures and wood fired heating systems. Management of a local forest will provide a sustainable supply of fuel. In the Esk Valley, a newly formed community energy organisation has helped many homes access grants to reduce energy use/bills and has made major steps towards the development of a hydro power scheme which will generate funds for future community energy projects. All planned elements of the project are now largely complete with the exception of the hydro scheme for which funding is now being sought. In the coming months, a full analysis of the outcomes from this unique project will be carried out. The lessons learnt are being shared across Europe via the EU funded Sunflower Project.

## **Project Work**

The EU Interreg funded project “Coast Alive” continued into its second year. The project aims to develop, test and share best practice in using access coastal heritage to deliver public health benefits. During this year, the project saw the Authority continue its schools project, providing guided access along the coast to nearby schools and trial a project to engage adults with learning disabilities in countryside access.

The Authority joined forces with Groundwork Trust and Scarborough Borough Council to create the “Cinder Track” project, providing training and work experience for local young people whilst achieving major improvements to the condition of the important access route along the old coastal railway line.

Works to improve cycling opportunities also continued. Major improvements were carried out to the bridleway / cycle route between Dalby Forest and Guisborough providing access to the Dalby mountain bike facilities which this year hosted the Mountain Bike World Cup.

## **Performance against Indicators**

On public rights of way, the “Easy to use by the public” performance indicator showed a 6% improvement and the “Rights of way signposted” indicator improved by 2%. However, performance against the indicator for public rights of way ease of use including some factors which do not affect public enjoyment dropped by 6%. Year on year variation in these figures is expected due to small sample sizes, this is overcome by recording the underlying trend which shows a year on year improvement of around 2% a year over the last 8 years. Comparison is difficult with other authorities pending an assessment of survey methodologies.

The number of legal orders made to correct/amend the definitive map was 19 as against a target of 24. This was largely due to staff time in the small rights of way team being diverted to cover a public enquiry. However a great deal of preparation for further orders has been carried out and performance is expected to be back on track next year.

The number of volunteer days was 11,077, well in excess of the target of 10,250. 4,180 (almost 38%) of these days were worked by “under-represented groups” such as BME, young and disabled people; this is well in excess of the target of 3,650 and demonstrates the diversity of the National Park Volunteer Service.

Performance by the Moorsbus service improved significantly in all areas including passenger journey numbers, car miles saved and net cost per passenger. Targets for Moorsbus were set during the review of the service and were exceeded on all key indicators with the exception of passenger satisfaction which at 91% was just below target of 93%.

## RECREATION AND PARK MANAGEMENT SERVICES

### Achievements, Improvements and Implementation

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
SP7	Complete the review of Moorsbus Service and implement recommendations	Review completed and all recommendations implemented.	<p>New timetable and promotional material produced.</p> <p>Service integrated further with other operators.</p> <p>Ticket pricing reviewed. Significant efficiency savings found in operational costs</p>	
SP7, SP8	Run an effective Moorsbus service and report using revised indicators	<p>An excellent year for Moorsbus:</p> <ul style="list-style-type: none"> <li>• Passenger numbers increased by 20%</li> <li>• Net cost per passenger reduced by 24%</li> <li>• Car miles saved increased by 18%</li> <li>• CO2 emissions saved increased by 18%</li> <li>• Passenger satisfaction 91% (just below target of 93%)</li> </ul>		<p>Operate revised service effectively and achieve:</p> <ul style="list-style-type: none"> <li>• Passenger journeys increase by 2%</li> <li>• Net cost per passenger reduce by 3%</li> <li>• Car miles saved increase by 2%</li> <li>• Passenger satisfaction 93%</li> </ul>

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
SP1	Continue implementation of Recreation and Access Strategy	Business Plan and Department Action Plan reflect strategy priorities.	Implementation and achievements are now measured as integral part of performance monitoring and action planning process.	
SP5, SP6	<p>Ensure improvement in management of public rights of way and access through:</p> <p>Survey 10% of the network and achieve:</p> <ul style="list-style-type: none"> <li>• 73% “Easy to use”</li> <li>• 85% “Easy to use by visitor”</li> <li>• Perform in top three of National Park Authorities for this measure (given agreed monitoring framework)</li> <li>• Continue implementation of Recreation and Access Strategy</li> <li>• Continue removal of barriers.</li> <li>• Continue implementation of recommendations of review of “Easy Going Moors”</li> <li>• Produce new guide for visitors with dogs</li> <li>• Implement rolling programme of works to access points and facilities for users (including at Low Mill and Chopgate)</li> </ul>	<p>10% survey completed and achieved:</p> <ul style="list-style-type: none"> <li>• 65% “Easy to use”</li> <li>• 83% “Easy to use by visitor”</li> <li>• Comparison not possible with other NPAs</li> <li>• Implementation continued and “mainstreamed into business planning process.</li> <li>• New “Easy Going Moors” pack published. Improvements to several routes including major works at Forge Valley.</li> <li>• New guide for visitors with dogs produced and widely distributed.</li> <li>• Rolling programme implemented</li> </ul>	<p>Small sample size causes fluctuations – general trend is positive</p> <p>Auditing of monitoring framework to be carried out July 2010.</p> <p>Works to Chopgate delayed pending structural survey</p>	<p>Ensure improvement in management of public rights of way and access through:</p> <p>Complete 5% survey and user survey and achieve:</p> <ul style="list-style-type: none"> <li>• 75% Easy to use (BVPI)</li> <li>• 85% Easy to use by the public</li> <li>• 90% User satisfaction</li> </ul> <p>Perform in top three of National Park Authorities for this measure (given agreed monitoring framework)</p> <p>Continue removal of barriers and improve accessibility.</p> <p>Complete improvements to “Easy Going” routes. Including resurface at Crow Wood.</p> <p>Implement rolling programme of improvements to access points (including Chopgate)</p>

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
	<ul style="list-style-type: none"> <li>• Continue to input to the development and implementation of coastal access provisions.</li> <li>• Continue improvement of definitive map of rights of way</li> </ul> <p>Review Access Management Plans</p>	<ul style="list-style-type: none"> <li>• Inputted effectively to development of coastal access provision at both local and national level</li> <li>• 24 Orders made to improve definitive map of public rights of way</li> <li>• Access management plans review</li> </ul>		<p>Complete 30 orders to improve definitive map of public rights of way</p> <p>Implement Access Management Plans including completion of Ellerbeck route</p> <p>Develop community access project via Leader programme</p> <p>Deliver Coast Alive Project</p>
<b>SP1, SP5</b>	<p>Improve facilities for cycling and outdoors adventure through:</p> <ul style="list-style-type: none"> <li>• Secure resources for development of Coast to Coast (C2C) Mountain Bike Route</li> <li>• Complete development of Guisborough to Dalby Cycle link</li> <li>• Progress proposals and secure resources for improvement to Whitby to Scarborough ex-railway line</li> <li>• Continue to play an active role in Outdoor Adventure Working</li> </ul>	<ul style="list-style-type: none"> <li>• Proposals for C2C route fully developed. Funding not secured.</li> <li>• Road crossing secured and major route improvements carried out.</li> <li>• Improvement project ("Cinder Track") developed and launched in partnership with Groundwork Trust and Borough Council.</li> <li>• Active role in Outdoor Adventure Working Group continued. Input also made to Mountain Bike World Cup event</li> </ul>	<p>Funding and development to be advanced by partner tourism agencies</p>	<p>Improve facilities for cycling and outdoor adventure through:</p> <ul style="list-style-type: none"> <li>• Input to continued development of C2C mountain bike route</li> <li>• Open completed Dalby to Guisborough Cycle link</li> <li>• Continued input to Cinder Track Project</li> <li>• Guide development of camping hut network in association with Cleveland Way.</li> </ul>

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
<p><b>SP2, SP8</b></p>	<p>Tackle unsustainable recreational activities through:</p> <ul style="list-style-type: none"> <li>• Continue campaign of joint action to tackle illegal off road motorised use</li> <li>• Use Anti Social Behaviour Working Group to secure park wide days of action</li> <li>• Develop management proposals for unsurfaced vehicular routes</li> </ul>	<p>Campaign continued, Anti social behaviour working group is now effectively co-ordinating action across the National Park and successful joint action days were held with police.</p> <p>An initial survey of all unsurfaced vehicular routes was carried out agreed action plan not developed.</p>	<p>Agreed that action will be taken on a case by case basis, as issues arise, pending outcome of Highways Authority policy review</p>	<p>Tackle unsustainable recreational activities through:</p> <ul style="list-style-type: none"> <li>• Continue campaign of joint action to tackle illegal off road motorised use.</li> <li>• Use Anti Social Behaviour Working Group to secure parkwide days of action.</li> <li>• Tackle unsustainable use of unsurfaced vehicular tracks as issues arise.</li> <li>• Bring 2 dual status ways into positive management.</li> </ul>
<p><b>SP9, SP4</b></p>	<p>Continue growth of Volunteer Service offering opportunities for people of all backgrounds and all abilities to contribute to the work of the national Park Authority.</p> <ul style="list-style-type: none"> <li>• 10,250 Volunteer days.</li> <li>• Of these 3,650 by people from under represented groups.</li> </ul>	<p>Growth continued and targets exceeded.</p> <ul style="list-style-type: none"> <li>• 11,077 Volunteer days</li> <li>• 4,180 by people from under-represented groups</li> </ul>	<p>New Volunteer groups created including at Information Centres.</p>	<p>Consolidate growth in opportunities for Volunteers:</p> <ul style="list-style-type: none"> <li>• 11,000 Volunteer Days</li> <li>• 3,910 by people from under represented groups</li> </ul>

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
SP1, SP9	Manage the Authority's land and properties to maximise its contribution to National Park Purposes.	<p>Rolling programme of property improvements implemented</p> <p>Development of Cawthorne Camps Management Plan commenced</p> <p>Arrangements for cleaning public toilets reviewed and savings made at 3 locations</p>		<p>Implement rolling programme of works.</p> <p>Complete Cawthorne Camps Management Plan and commence implementation.</p> <p>Review management arrangements at all Authority car parks.</p> <p>Implement relevant actions in Levisham management plan.</p>
SP9	Continue operation of an excellent Apprenticeship scheme and seek opportunities for development of a northern team	<p>All "graduating apprentices" gained their qualifications and entered employment</p> <p>Authority awarded UK winner (best training provider) in National Training awards</p> <p>Negotiations commenced with Redcar and Cleveland Borough Council regarding creation of a northern apprentice team</p>		<p>Continue operation of an excellent Apprenticeship scheme.</p> <p>Secure funding for and commence operation of new team of apprentices in the north of the National Park.</p>

## THE PLANNING SERVICE

### Areas of work included

Statutory development control functions including processing of planning applications, enforcement, compliance and monitoring, appeals and minerals and waste planning.

### Core Work

The level of development activity across the National Park continued to reflect the national economic situation throughout most of the year and the number of planning applications received fell by 16% on the figure for 2008/09 and 28% since 2007/08. This has provided an opportunity to focus on improvements to the development control service and an independent review of the service was carried out with a report recommending a number of changes to processes submitted in October 2009. The majority of recommendations were accepted and implemented, though there are outstanding issues to address in 2010 including a review of the development control computer software system, improvements to e-consultation, and future reviews of the legal service and delegation scheme. Towards the end of the financial year, there was a sharp upturn in the number of planning applications submitted, mainly related to householder and small building works, reflecting a possible upturn in the economic situation, though with no discernable increase in larger private sector housing or employment projects as yet.

Progress in policy formulation has built on the early adoption of the Core Strategy and Development Policies with the adoption of two important Supplementary Planning Documents on Housing and Renewable Energy. The policy team also provided valuable professional and technical assistance to local communities in the production of two Village Design Statements for Osmotherley/Thimbleby and Hutton Buscel. These will be subject to formal public consultation and then adopted as Supplementary Planning Documents to become part of the North York Moors Local Development Framework. Building on the successful internally produced Design Guide, a North York Moors Design Award Scheme was launched

National Park Management Plan, Statutory Development Plan (Local Development Framework including minerals and waste policy, input to the Regional Spatial Strategy), local studies, research, monitoring and evidence gathering, related work to foster economic and social well-being and entries have been submitted for a wide range of schemes across the Park, which will be judged in July 2010 by an independent panel.

Momentum has been maintained in relation to delivering affordable housing and local needs housing – one of the key priorities of the core strategy. Working closely with the Rural Housing Enablers covering the National Park, a number of village schemes have been progressed with affordable housing developments built at Danby and Castleton and work is progressing with schemes in Glaisdale, Egton and Rosedale Abbey. It is important for this work to continue and support for the work of the Rural Housing Enablers should be seen as a priority area in the future, particularly with the future constraints in public sector funding.

### Project Work

Any project work undertaken will generally be to provide planning policy evidence or to help in identifying improvements to the planning service and its core work as it performs the local planning authority role for the National Park Authority. The main discrete area of project work undertaken during the year was the implementation of the recommendations from the Development Control Service Review. On the Policy side, the year was again characterised by a succession of changes and amendments to the planning system and a significant part of the policy team's work involved responding to central government consultations including five draft Planning Policy Statements, consultations on changes to permitted development rights, Mechanisms for Allocating Housing and Planning Delivery Grants and the National Parks Circular.

## **Performance against Targets**

The performance targets set for the planning service reflect the national focus on measuring quantity outputs and the headline indicator continues to be the percentage of applications determined within eight weeks. The overall target of 77% was exceeded (80%) and the targets for determining minor and other applications were either exceeded or met. Only the target of determining 60% of major applications within 13 weeks was not met and the issues surrounding such applications, which often involve, site visits, two committee cycles or legal agreements will be looked into to help in improving in this area during the current year.

Measures of service quality try to capture the consistency of decisions against policy frameworks and also the level of customer satisfaction for the applicants using the development control service. In terms of the percentage of appeal decisions allowed against the Authority's decision, there has been a significant improvement on the figure for 2008/09, with only 21% upheld. This is considerably better than the national average of around a third of decisions and is likely to be attributable to a better working relationship between the National Parks Heads of Planning Group and the Planning Inspectorate which has resulted in a greater awareness of national park planning issues and a greater consistency in decisions following the adoption of and acceptance of the Core Strategy and Development Policies in 2008.

Targets in policy have generally been met with work progressing on the Local Development Framework in line with the adopted Local Development Scheme.

## The Planning Service

### Achievements, Improvements and Implementation

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
<p><b>PL1,PL2</b></p>	<p>To consolidate and continually improve the quality of service through a review of Development Control processes – complete by Dec 2009.</p>	<p>Review undertaken by consultants and report published in Oct 2009. Recommendations for improvements to processes and use of IT software accepted and mostly implemented.</p> <p>User /Agents forum established to improve communication on policy developments and service improvements.</p>	<p>Administration processes and operational changes have been implemented, though there has been slow progress regarding improvements to the web site and electronic consultation.</p> <p>An assessment of the suitability and use of the internal computer software system also needs to be completed and any changes implemented.</p>	<p>Implement changes to improve consultation services using electronic delivery.</p> <p>Complete review of computer software system and implement changes in its usage if necessary.</p> <p>Hold second agents forum to advise on service improvements and changes arising from move to development management approach.</p> <p>Move to a Development Management approach to delivering planning services to improve customer focus, member involvement and quality of decision making.</p>

<b>Management Plan Key Policy Objective</b>	<b>Key Implementation Objectives &amp; Targets for 2009/10</b>	<b>Achievements &amp; Improvements in 2009/10</b>	<b>Explanation</b>	<b>Key Implementation Objectives &amp; Targets for 2010/11</b>
<b>PL2,PL3</b>	Provide design and landscaping advice and publish supplementary planning documents in accordance with the LDS	<p>Supplementary planning documents on housing and renewable energy produced.</p> <p>Village Design Statements for Osmotherley, Thimbleby and Hutton Buscel produced.</p> <p>Parts 1-3 of Design Guide published and adopted</p> <p>Design Awards Scheme launched and entries submitted in Spring 2010.</p>	<p>Parts 4 &amp; 5 of the Design Guide have not been completed due to staff resources being applied to working with communities on Village Design Statements and involvement with the third Local Transport Plan.</p> <p>Helmsley VDS not adopted as Supplementary Planning Document due to content not focused on design matters. Status as a policy statement by the local community.</p>	<p>Complete part 4 of the Design Guide on Conversions</p> <p>Continue with Design Guide Award Scheme</p> <p>Use the Yorkshire &amp; Humber Regional Design Review Service for independent advice where appropriate</p>
<b>PL1, PL2</b>	Consolidate the formation of the specialist enforcement team and re-examine work priorities and practices to ensure effective customer focused team	Targets for resolving enforcement cases have almost been met	There have been a number of ongoing, complex enforcement cases during the year which have involved considerable resources in terms of enforcement and legal staff time. One has resulted in a Judicial Review based on Human Rights legislation	<p>Implement changes arising from prioritisation of cases, with focus on illegal and harmful developments, publicising resolution/legal action of high profile cases.</p> <p>Move to a Development Management approach to delivering a more positive and proactive service to improve customer focus, quality of development.</p>

<b>Management Plan Key Policy Objective</b>	<b>Key Implementation Objectives &amp; Targets for 2009/10</b>	<b>Achievements &amp; Improvements in 2009/10</b>	<b>Explanation</b>	<b>Key Implementation Objectives &amp; Targets for 2010/11</b>
<b>PL4,PL5</b>	Deliver Affordable Housing through partnership working	12 social housing units built and permission granted for 10 affordable dwellings and 15 houses for local needs.		Ensure the NPA is engaged in the 'Single Conversation' process with the Homes and Communities Agency to access sufficient funding for social housing provision in the National Park.  Maintain funding support for the Rural Housing Enabler Programme to ensure local housing needs surveys are undertaken and kept up to date within the National Park.
<b>PL6, PL7</b>	Maintain input into regional and sub-regional groups and strategies that will impact on the sustainability and economic and social well being of local communities	Active involvement in preparation of Integrated Regional Strategy and input to the Annual Monitoring Report of the RSS.  Provided input to the Sub-Regional Housing Board and Regional Transport Officer Group influencing both the sub-regional housing strategy and the sub-regional transport assessment.	Need for improved planning engagement in economic development issues including input to regional and sub-regional economic strategies	Involvement in preparation of sub-regional strategy to provide a 'platform' for future changes envisaged for the regional development plan system.
<b>PL7</b>	Ensure the Authority's strategic policy documents are up to date and relevant	Work commenced on the review the National Park Management Plan with an ecosystems' services (environmental resources) approach being adopted		Carry out consultation with stakeholders and users with specific facilitated sessions  Attend local agricultural shows to consult with local communities and visitors

## **CORPORATE AND DEMOCRATIC**

The aim of the Corporate and Democratic function is to support the Members and Staff of the Authority to ensure optimum use of resources and consistently good performance.

### **Core Work**

The Business Plan 2009-2012 identifies a number of priorities for the Corporate Services Department to achieve within the period and significant progress has been made in achieving these objectives.

The Authority was successful in retaining the Charter Mark following the assessment in November 2009. The feedback on the work towards the Customer Service Excellence Standard (CSE) resulted in the Authority making a successful application for CSE accreditation in March 2010 the results of which were notified in early April 2010. As a result the Authority has achieved this priority and work will now focus on improvements in the areas of partial compliance to ensure that the standard is retained.

The ICT section has continued work on the maintenance and improvements of the Authority's IT systems, including the upgrade of the Finance System which incorporates electronic invoice storage and retrieval. The infrastructure is in place to implement improved connectivity to the Authority's remote sites early in 2010. The section has also worked on a Joint Project involving all National Parks to implement a video conferencing solution to assist in the reduction of staff business miles and staff time efficiency savings.

The Authority's external fund raising activity has focused on key priority areas including the Esk Pearl Mussel and Salmon Recovery Project and the Community Renewable Energy Project. The financial principles contained in the Business Plan seek to ensure that external funding is between 10 and 20% of gross income and the actual figure for 2009/10 was 16.7%.

### **Project Work**

Corporate Services has lead on projects to articulate the Core Values of the Authority and develop of a Clear Communications Guide to clarify the Customer Service Standards and house style. All staff received Customer Service training in as part of the Authority's commitment to a customer centric approach.

The Authority continues to participate in the National Parks Joint Improvement Group and the activities in year have included continued work on the methodology and verification processes for the National Park Performance Regime Indicators.

Work has been undertaken to develop and implement a Member Development Programme which will improve the focus of Member training and development and Member succession planning.

Work has also been undertaken to investigate the options for secure offsite document storage and disposal services which has resulted in a pilot arrangement with North Yorkshire County Council in relation to archived finance documentation.

### **Performance against Targets**

The Headline Indicators in relation to Access to Services continue to evidence strong performance; all targets met or exceeded. The Customer Services team has undergone a restructure and has realigned a number of the work priorities whilst retaining a focus on the delivery of an efficient and personal service.

The days lost to sickness absence did not meet the target, however, the 5.8 days average per employee compares favourably when benchmarked with other local authorities. A significant proportion of the days lost were due to a number of long term sickness absence and although the immediate causes are not within the Authority's control substantial attention is given to supporting the employee back to work wherever practicable.

The target for both Member and Staff training days have been met and in relation to staff training this has been exceeded largely as a result of customer service training and other corporate training initiatives including the development of the Skills Workshop programme.

Member attendance at Committees has been below target and the issue has been raised as a focus for attention in 2010/11. This is a new indicator for which there is no trend data available, however, action has been taken in 2009/10 to make the substitution rules more flexible as a means of addressing this in future years.

The Authority has continued to reduce the carbon emissions from its operations by careful monitoring of usage. Performance against the new National Park Indicator shows a reduction of 2.5% which meets the target set. Analysis work undertaken in the year has also identified that the Authority's baseline is very low as a result of actions taken since 2000 to improve the environmental performance of the Authority; e.g. the use of pool cars and action to reduce energy consumption through improved insulation and glazing at the Authority's premises. Although the overall performance met target the specific target in relation to the reduction of business mileage by 5% was not met and as a result the target for 2010/11 has been adjusted to a more realistic figure. It is also recognised by the work of the Green Implementers Team that as many of the 'quick wins' have already been achieved in previous years future schemes will need to be more ambitious.

The target for the number of reported accidents has not been met, however, it has been recognised that the value of reporting near misses and accidents informs the Authority's Health and Safety Risk Management processes and, therefore, is to be encouraged.

## Corporate & Democratic Services

### Achievements, Improvements and Implementation

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
CD1	Upgrade the communications network, particularly links from Helmsley to Danby Moors Centre.	A feasibility study was undertaken to identify the technical options to improve connectivity and a contract was established with NYNET with the infrastructure in place by end of March.	Delays due to uncertainty in relation to capital funding and the technically feasible options.	Transfer from ISDN lines to the new broadband connection.
CD1	To consider new opportunities for move to electronic invoicing	Implemented with the upgrade of SUNSYSTEMS.	The system is not fully automated as the cost is prohibitive but this does allow for electronic storage.	
CD1	Ensure that the efficiency savings in the Business Plan are achieved	Introduced a system for tracking progress and regular discussions at SMT.		Continue to monitor progress and identify additional efficiency savings as opportunities arise.
CD1	Continue to reduce CO2 emissions in line with Business Plan targets	A reduction of 2.5% was achieved in 2009/10.  Procurement decision on the replacement of vehicles was taken in the light of CO2 emission reductions. The impact of this should be recorded in 2010/11.		Replacement of heating system at Old Vicarage with energy efficient alternative.  Engage with ENPAA/other NPAs to deliver agreed target of carbon neutrality by NPAs by 2012.  Reduce emissions from energy use and business mileage.
CD1	Undertake scrutiny reviews for the Authority's website and Moorsbus to be undertaken in 2009/10	Moorsbus Scrutiny review completed.  Website Scrutiny review commenced and will complete in 2010.		

## Corporate & Democratic Services

### Achievements, Improvements and Implementation

Management Plan Key Policy Objective	Key Implementation Objectives & Targets for 2009/10	Achievements & Improvements in 2009/10	Explanation	Key Implementation Objectives & Targets for 2010/11
<b>CD1</b>	Continue engagement and contribution to the Local Area Agreement	Ongoing work with positive comments relating to the role of NPA's in the NYCC Comprehensive Area Assessment.		Contribution to the Local Area Agreement will cease due to the Audit Commission stand down on the CAA. This will no longer be relevant.
<b>CD1</b>	Ensure that the Customer Service Team is successfully established, new roles and responsibilities defined and functions delivered effectively.	Completed and opportunity for additional efficiency savings identified in December 2010.		
<b>CD1,CD2</b>	Establish the Apprentice scheme for administrative support and recruit apprentices into the scheme.	Scheme established three apprentices recruited and supported through NVQ with rotation of work responsibilities including planning administration, customer services and finance support.		Continue to provide mentoring and workplace evidence support to the Apprentices.
<b>CD1,CD2</b>	Deliver a programme of Customer Service training to all staff and key volunteers.	Completed.		Ensure that Customer Service training is included in the Induction process.
<b>CD1,CD2</b>	Retain Charter Mark and undertake pre-assessment against new Customer Service Excellence Standard.	Achieved. Full assessment for CSE was undertaken in March 2009 with notification of success in April 2009.		Work to improve performance in areas of partial compliance and to retain accreditation.
<b>CD1</b>	Establish a specific post to improve liaison with local parishes via Parish Forums.	Completed		Review the terms of reference of the Parish Forums.

<b>Management Plan Key Policy Objective</b>	<b>Key Implementation Objectives &amp; Targets for 2009/10</b>	<b>Achievements &amp; Improvements in 2009/10</b>	<b>Explanation</b>	<b>Key Implementation Objectives &amp; Targets for 2010/11</b>
<b>CD1</b>				<p>Improve structure and consistency of core databases and file storage options by introducing alternative arrangements for file storage and sharing.</p> <p>Introduce improved solution for Back up and Disaster Recovery.</p> <p>Develop IT Strategy and review Disaster Recovery Plan.</p>
<b>All</b>				Coordinate NPAPA Process.
<b>CD1,CD2</b>				Implement People Management Strategy.
<b>CD1</b>				<p>Develop the effectiveness of the Authorities Records Management Systems ensuring compliance with Data Protection Act, Freedom of Information Act and Environmental Information Regulations.</p> <p>Effectively communicate the requirements of Information Governance to all staff.</p>
<b>CD2</b>				
<b>CD1,CD2</b>				Implement mechanism to provide information to Members electronically.
<b>CD2</b>				Implement Member Development Framework.
<b>CD1</b>				Review the Authority's Consultation Strategy.
<b>CD2</b>				Work to embed the core values across the Authority.

# APPENDICES

## PERFORMANCE OUTCOMES FOR 2009/10 &amp; TARGET SETTING

## Conservation Services - Cultural Heritage

Indicator Class	Reference	Description	2009/10 Target	2009/10 Actual	Target Met	Performance Improvement on 2008/09	2010/11 Target	2014/15 Target
Family	FI CH1	a) No of conservation areas	42	42	☺	↔	42	42
		b) % of conservation areas with up to date character appraisals	7.14%	2.38%	☹	↔	11.90%	30.90%
Family	FI CH Cxt2	a) No of Listed Buildings	Context Indicator	3,014	Context Indicator	Context Indicator	Not required	Not required
		b) No of Listed Buildings 'at risk'		112				
Family	FI CH2	a) No of Listed Buildings 'at risk' rescued during the year.	20	88	☺	↑	17	3
		b) % of Listed Buildings 'at risk' rescued during the year.	9.8%	43%	☺	↑	15%	3.5%
Family	FI CH Ctx3	a) No of scheduled monuments	Context Indicator	839	Context Indicator	Context Indicator	Not required	Not required
		b) No of scheduled monuments 'at risk'		371				
Family	FI CH3	a) No of scheduled monuments 'at risk' rescued during the year	30	50	☺	↑	15	5
		b) % of scheduled monuments 'at risk' rescued during the year	8%	13.4%	☺	↑	4.5	2%
Local	NYM CH 01	Number of new archaeological sites added, or substantial revisions made, to the National Park's Historic Environment Record during the year.	850	2040	☺	↑	850	500

## Conservation Services - Natural Environment

Class	Reference	Description	2009/10 Target	2009/10 Actual	Target Met	Performance Improvement on 2008/09	2010/11 Target	2014/15 Target
Family	FI NE Cxt1	a) Area of SSSI land in the National Park	N/A	47,259ha	Context Indicator	Context Indicator	47,259ha	Not Required
		b) Area of SSSI land in NPA Management	N/A	1,275ha	Context Indicator	Context Indicator	1,275ha	Not Required
Family	FI NE1	% of SSSI land in 'favourable or recovering' condition in:						
		a) NPA Management	100%	100%	☺	↔	100%	100%
		b) the National Park as a whole	95%	99%	☺	↑	95%	95%
Local	NYMN 01	Number and percentage of statutory natural environment/cultural heritage consultations requiring a response completed within the agreed period.	95%	93%	☹	↑	95%	95%
Local & Headline	NYMNE02	Total area (Ha) of National Park managed in line with NPA conservation objectives.	113,800ha	112,884ha	☹	↑	113,800ha	114,880ha
Local & Headline	NYMNE03	%age of NP managed in line with NPA conservation objectives.	79%	79%	☺	↑	79%	80%
Local & Headline	NYMNE04	Net annual change in area managed inline with NPA objectives. (Ha)	+1,110ha	+194ha	☹	↓	+916ha	+380ha
Local	NYMNE05	Area measurement of new Native Woodland and woodland pasture planting achieved.	30	6	☹	↓	30	30

## Conservation Services - Natural Environment

Class	Reference	Description	2009/10 Target	2009/10 Actual	Target Met	Performance Improvement on 2008/09	2010/11 Target	2014/15 Target
Local	NYMNE06	a) Number and % of LBAP actions in progress (on or ahead of schedule)	> 75%	65% (98)	☹	New Indicator	> 75%	LBAP targets will automatically be refreshed in 2013
		b) Number and % of LBAP actions behind schedule;	0%	8.5% (13)	☹	New Indicator	0%	
		c) Number and % of LBAP actions completed;	>10%	8.5% (13)	☹	New Indicator	>10%	
		d) Number and % of LBAP actions not started.	<15%	18% (27)	☹	New Indicator	<15%	
Local	NYMNE07	% response considering NPA to be effective in terms of:						
		a) Nature conservation and biodiversity	78%	84%	☺	New Indicator	78%	78%
		b) Conservation of traditional landscape features	78%	87%	☺	New Indicator	78%	78%
		c) Conservation of archaeology and historic features.	TBA	100%	New Indicator	New Indicator	78%	78%

## Recreation & Park Management Services

Class	Reference	Description	2009/10 Target	2009/10 Actual	Target Met	Performance Improvement on 2008/09	2010/11 Target	2014/15 Target
Family	FI RM Cxt4	Total length of footpaths and other rights of way.	Context Indicator	2,323km	Context Indicator	Context Indicator	Not Required	Not Required
Family & Headline	FI RM1	% of the total length of footpaths and other rights of way that were easy to use by the general public (even though they may not follow the exact definitive line)	85%	83%	☹	↑	85%	90%
Family	FI RM2	% of total length of footpaths and other rights of way, that were easy to use by the general public; and follow the exact definitive line	73%	65%	☹	↓	75%	80%
Family	FI RM3	a) Total no of volunteer days organised or supported by the NPA.	10,250	11,077	☺	↑	11,000	11,000
		b) No of those days attended by 'under represented' groups:	3,650	4,180	☺	↑	3,910	3,910
		Young people (5 -24)	1,650	1,807	☺	↑	1,770	1,770
		Minority ethnic groups	40	61	☺	↑	100	100
		People with limiting long-term illness or disability	1,990	2,296	☺	↑	2,140	2,140

## Recreation & Park Management Services

Class	Reference	Description	2009/10 Target	2009/10 Actual	Target Met	Performance Improvement on 2008/09	2010/11 Target	2014/15 Target
Local & Headline	NYM RM 01	% of public rights of way signposted where they leave a road	90%	89%	☹	↑	94%	95%
Local	NYM RM 02	% of land within the National Park open for public access	45%	45%	☺	↔	45%	45%
Local	NYM RM 03	Total Length of:						
		a) Public Footpaths(KM)	1,472	1,480	☺	↑	1,481	1,490
		b) Public Bridleways (KM)	847	826	☹	↑	830	870
		c) Byways open to all Traffic (KM)	15	16	☺	↑	16	17
		d) Public Rights of way promoted as suitable for use by disabled	36	36	☺	↔	36	36
		e) Restricted Byway	5	2	☹	↑	15	25
Local	NYM RM 04	Number of Orders made to change Rights of Way:						
		a) Further to application received	4	5	☺	↑	4	4
		b) Initiated by Authority	20	14	☹	↓	26	20
Local	NYM RM 05	Car miles saved by Moorsbus Network	Targets set as part of Moorsbus review	1.848m	n/a	↑	+2% (1.885m)	N/A
Local	NYM RM 06	Moorsbus service satisfaction level	Targets set as part of Moorsbus review	91%	n/a	↓	93%	N/A
Local	NYM RM 07	Net passenger cost of Moorsbus network	Targets set as part of Moorsbus review	£3.01	n/a	↓	-5% (£2.86)	N/A

## Promoting Understanding Services

Class	Reference	Description	2009/10 Target	2009/10 Actual	Target Met	Performance Improvement on 2008/09	2010/11 Target	2014/15 Target
Family	FI PU Cxt 5	No of users of 'promoting understanding' services :						
		a) National Park Centres	New Indicator no baseline	456,936	Context Indicator	Context Indicator	Not Required	Not Required
		b) Website						
		c) Events						
		d) Education Services						
Family & Headline	FI PU1	% satisfaction rating for users of 'promoting understanding' services:	88%	86%	☹	New Indicator	89%	90%
		a) National Park Centres	90%	87%	☹	New Indicator	90%	90%
		b) Website	70%	70%	☺	New Indicator	71%	75%
		c) Events	95%	92%	☹	New Indicator	95%	95%
		d) Education Services	98%	93%	☹	New Indicator	98%	98%
Family	FI PU2	% increased understanding of what is special about National Parks for users of 'promoting understanding' services:	70%	74%	☺	New Indicator	73%	74%
Family		a) National Park Centres	75%	74%	☹	New Indicator	75%	77%
		b) Website	60%	55%	☹	New Indicator	60%	62%
		c) Events	70%	79%	☺	New Indicator	75%	76%
		d) Education Services	70%	84%	☺	New Indicator	80%	82%

## Promoting Understanding Services

Class	Reference	Description	2009/10 Target	2009/10 Actual	Target Met	Performance Improvement on 2008/09	2010/11 Target	2014/15 Target
Family	FI PU3	% of users of 'promoting understanding' services from under-represented groups:	New Indicator no baseline	91%	New Indicator	New Indicator	TBA*	TBA
		a) Young people (5-24)	New Indicator no baseline	85%	New Indicator	New Indicator	TBA	TBA
		b) Minority Ethnic Groups	New Indicator no baseline	3%	New Indicator	New Indicator	TBA	TBA
		c) People with limiting long-term illness or disability	New Indicator no baseline	3%	New Indicator	New Indicator	TBA	TBA
Local & Headline	NYM PU 01	% of NPA public meetings, events, walks and talks that are accessible by means of public transport	80%	84%	☺	↓	80%	80%
Local	NYM PU 02	Press Coverage:						
		a) % of positive coverage generated from all press work	60%	71%	☺	↑	65%	65%
		b) % of unbiased coverage	35%	28%	☺	↑	30%	30%
		c) % of negative coverage	5%	1%	☺	↔	5%	5%
		d) % of articles picked up by 2 or more publications	85%	92%	☺	↑	87%	90%

\*The current methodology for PU3 is currently being reviewed by the Joint Improvement Group as part of audit process of family indicators. The outcome of this review is awaited before realistic targets can be set.

## Promoting Understanding Services

Class	Reference	Description	2009/10 Target	2009/10 Actual	Target Met	Performance Improvement on 2008/09	2010/11 Target	2014/15 Target
Local	NYM PU 03	% satisfaction rating for users of 'promoting understanding' service (media & publications):						
		a) Media	70%	83%	☺	↑	75%	76%
		b) Annual Newspaper (Out & About Guide)	70%	89%	☺	↑	85%	85%
		c) Residents Newspaper (Moors Messenger)	70%	85%	☺	↑	80%	83%
Local	NYM PU 04	Health Walks:						
		a) Number of health walks per year	20	30	☺	New Indicator	20	20
		b) Health walk participants per year	250	332	☺	New Indicator	250	250

## Development Control Services

Class	Reference	Description	2009/10 Target	2009/10 Actual	Target Met	Performance Improvement on 2008/09	2010/11 Target	2014/15 Target
Family	FI DC Cxt 6	No of planning applications received	Context Indicator	615	Context Indicator	Context Indicator	Not Required	Not Required
Family National & Headline Indicator	FI DC1	% of planning applications by type dealt with in a timely manner:						
		a) Major applications determined within 13 weeks;	68%	40%	☹	↓	60%	70%
		b) Minor applications determined within 8 weeks;	72%	75%	☺	↑	75%	72%
		c) Other applications determined in 8 weeks.	83%	83%	☺	↑	83%	83%
Family	FI DC2	% of planning applicants satisfied with the service received (3 year survey)	85%	76%	☹	↓	85%	85%
Local	NYM DC 01	Percentage of new homes built on previously developed and including conversion of agricultural buildings	63%	47%	☹	↑	45%	45%

## Development Control Services

Class	Reference	Description	2009/10 Target	2009/10 Actual	Target Met	Performance Improvement on 2008/09	2010/11 Target	2014/15 Target
Local	NYM DC 02	The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.	35%	21%	☺	↑	30%	25%
Local & Headline	NYM DC 03	Planning cost/ head of population (Gross)	£45.00	£41.74	☺	↑	£42.75	n/a
		Planning cost/ head of population (Development Control Only)	£40.00	£38.41	☺	↑	£38.00	n/a
Local & Headline	NYM DC 04	Percentage of applications determined within 8 weeks	77%	80%	☺	↑	80%	77%
Local & Headline	NYM DC 05	% of appeals dismissed (as a 4 year rolling target)	75%	65%	☹	↓	70%	75%
Local	NYM DC 06	Percentage of decisions delegated to officers	85%	83%	☹	↔	83%	83%
Local	NYM DC 07	No. Of social housing units built (Total during the year)	10	12	☺	↓	10	50
Local	NYM DC 08	% of enforcement cases opened and closed per year	60%	59%	☹	New Indicator	62%	68%

## Corporate & Democratic Services

Indicator Class	Reference	Description	2009/10 Target	2009/10 Actual	Target Met	Performance Improvement on 2008/09	2010/11 Target	2014/15 Target
Family	FI CD1	No of working days/shifts lost due to sickness absence per FTE	4	6	☹	↔	4	4
Family	FI CD2	Member participation in attending committees	80%	73%	☹	↓	80%	80%
Family & National Indicator	FI CD3	CO2 reduction from NPA operations	-2.5%	-2.5%	☺	New Indicator	-2.5%	-2.5%
Local	NYMCD01	The percentage of invoices for commercial goods which were paid by the authority within 30 days of such notices being received by the authority	100%	100%	☺	↑	100%	100%
Local	NYMCD02	Persons who leave the employment of the authority voluntarily as a percentage of employees in post	7% - 9%	6%	☹	↑	7% - 9%	7% - 9%
Local	NYM CD 03	Energy consumption at the main Authority premises.	302,519	340,741	☹	↓	332,222	301,128
Local & Headline	NYMCD04	Performance against target for answering correspondence within 10 working days.	98%	98%	☺	↔	98%	98%
Local & Headline	NYMCD05	Performance against target for answering telephone calls personally within 5 rings.	98%	98%	☺	↑	98%	98%

## Corporate & Democratic Services

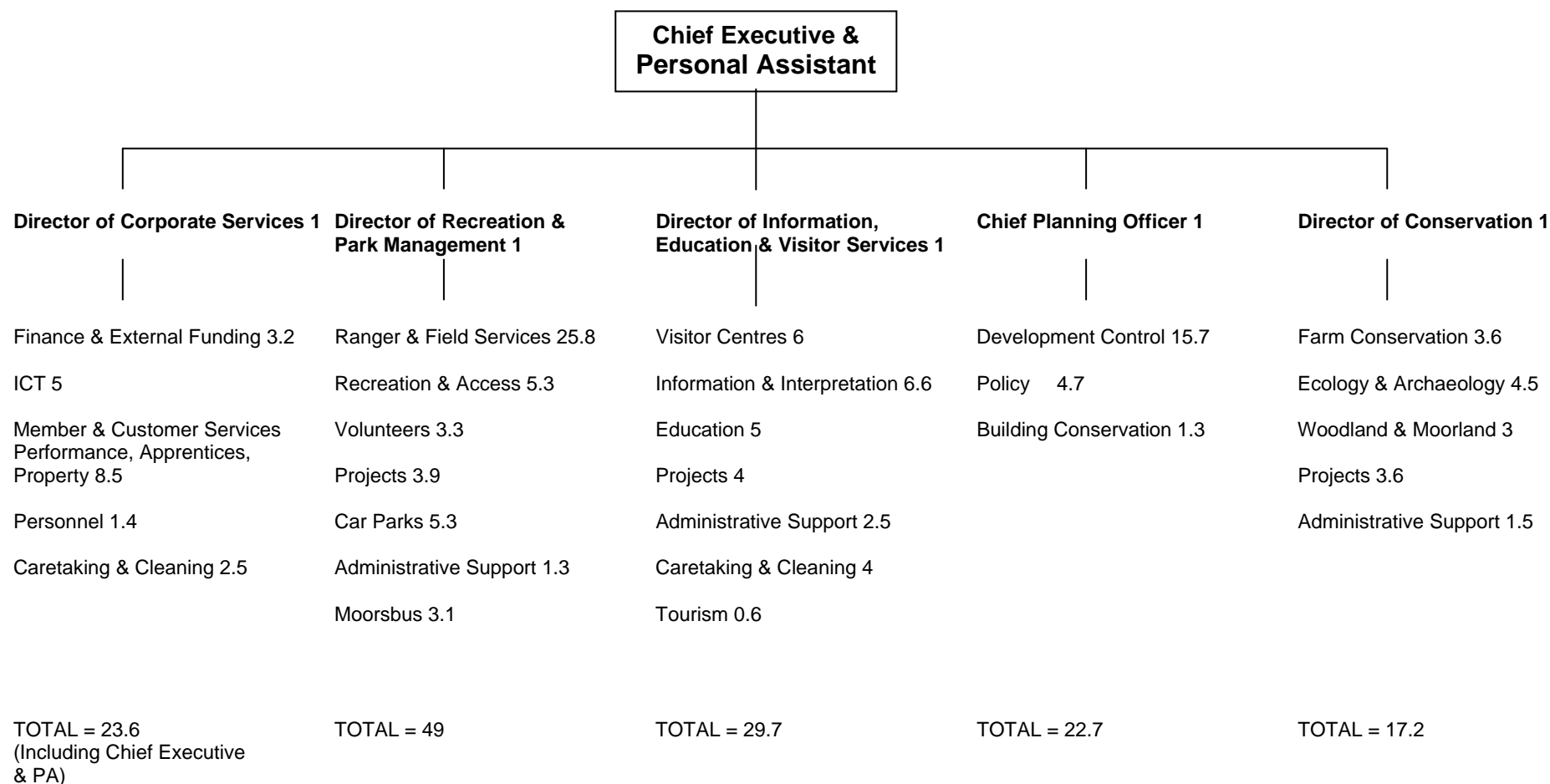
Indicator Class	Reference	Description	2009/10 Target	2009/10 Actual	Target Met	Performance Improvement on 2008/09	2010/11 Target	2014/15 Target
Local	NYMCD06	Average number of training days per FTE member of staff.	7	11	☺	↑	7	7
Local	NYMCD07	Average number of training days per Member of the Authority.	5	5	☺	↓	5	5
Local	NYMCD08	% change in energy use per head of staff in all National Park Authority buildings	-2.5%	-7%	☺	↑	-2.5%	-0.5%
Local	NYMCD09	No of reported accidents by staff/volunteers.	12	20	☹	↓	12	12
Local	NYMCD10	No of working days lost as a % of full time equivalent staff as a result of reported accidents to staff/volunteers.	0%	0%	☺	↔	0%	0%
Local	NYMCD11	Business miles travelled by staff reduces each year by 5%	-5%	-3%	☹	New Indicator	-1%	-2.5%
Local	NYMCD12	% annual reduction in CO2 emissions from staff business mileage	-5%	+ 0.63%	☹	New Indicator	-0.5%	Remain static
Local	NYMCD13	Volume of material recycled reduces by 2.5% per annum	-2.5%	-2%	☹	New Indicator	-2.5%	-1.25%

## PARK PROFILE

<b>PARK PROFILE (April 2005)</b>	<b>NORTH YORK MOORS</b>	<b>DATA SOURCES</b>
<b>AREA</b>	<b>Area (sq km)</b>	
Total Park Area	1,436 sq. km	Landscape Change in the NPs
Redcar and Cleveland Borough	61 sq. km	Landscape Change in the NPs
Hambleton District	214 sq. km	Landscape Change in the NPs
Ryedale District	550 sq. km	Landscape Change in the NPs
Scarborough Borough	611 sq. km	Landscape Change in the NPs
Yorkshire and Humber Region	1,375 sq. km	Landscape Change in the NPs
Northern Region	61 sq. km	Landscape Change in the NPs
Parishes Totally or Partly in the Park	104	NYMNP Management Plan
Number of NPA Members	22	NYMNP Records
<b>POPULATION</b>		
Resident Population 2001	23,939	2001 Census
% Population Aged Under 16 years	17%	2001 Census
% of Population Aged 16-64	63%	2001 Census
% of Population Aged 65 and over	20%	2001 Census
No. of Settlements with 3,000 pop +	0	NYMNP Management Plan
<b>HOUSING</b>		
% Owner Occupied	73%	2001 Census
% Private Rented	13%	2001 Census
% Rented with Job	6%	2001 Census
% Housing Association	3%	2001 Census
% Local Authority	5%	2001 Census
No. of Household Spaces 2001	10,086	2001 Census
% Seasonal Occupation	12%	2001 Census
<b>EMPLOYMENT (AGED 18 YRS +)</b>		
No. of Persons Economically Active	15,000	NYCC Unemployment Records 2005
Claimant Unemployment Rate	2.0%	NYCC Unemployment Records March 2010

<b>NATURE CONSERVATION</b>		
Area of SSSIs	47,259 ha	Natural England / NYMNPA Records
Area of Natura 2000 sites	44,427 ha	Natural England / NYMNPA Records
Area of National Nature Reserves	171 ha	Natural England / NYMNPA Records
Area of Local Nature Reserves	999 ha	Natural England / NYMNPA Records
Length of Coastline	42 km	NYM Section 3 Conservation Map
Area of Moorland	49,900 ha	Landscape Change in the National Parks 1991
Area of Woodland	31,850 ha	Landscape Change in the National Parks 1991
Area of Farmland	57,300 ha	Landscape Change in the National Parks 1991
Length of Dry stone walls	2,041 km	Landscape Change in the National Parks 1991
Length of Hedgerows	2,554 km	Landscape Change in the National Parks 1991
Length of Water Courses	4,272 km	NYMNPA Records
<b>CULTURAL HERITAGE</b>		
No. of Scheduled Monuments	839	SM Records
No. of Conservation Areas	42	Planning Records
No. of Listed Buildings: Grade I	35	Listed Buildings Records
Grade II* III*	76	Listed Buildings Records
Grade II	2,882	Listed Buildings Records
<b>LEISURE</b>		
Public Footpaths	1,480 km	NYM Definitive Map
Public Bridleways	826 km	NYM Definitive Map
Other Public Rights of Way (BOATs)	156km	NYM Definitive Map
Visitor Days to the Park	10.57 million	STEAM, 2008
% Day Visitors	65%	All Parks Visitors Survey 1994
% Staying Visitors	35%	All Parks Visitors Survey 1994
<b>PLANNING</b>		
No. of Planning and Related Applications Processed in 2008/09	615	DLTR Returns (2008/09)

STAFFING AS AT 31 MARCH 2010



Total whole time equivalent including seasonal staff = 140.2



**North York Moors National Park Authority**

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