

North York Moors National Park Authority Strategy and Business Plan 2022 – 27

Introduction

Our Strategy and Business plan set out the organisational priorities and delivery objectives for the North York Moors National Park Authority (NPA) for the next five years.

They describe the NPA's contribution to the North York Moors Management Plan, how we will grow the organisation to become high profile, contemporary and fit for purpose.

The Strategy and Business Plan run in parallel with a Medium Term Financial Strategy (MTFS) that sets the financial context for the Plan. It is a dynamic document that will be reviewed annually taking account of ongoing delivery of objectives as well as changes in the political and financial context.

Our strategy for the National Park Authority

Our strategy defines the goals and ambitions for the National Park Authority. Despite a challenging financial backdrop we aim to grow the Authority with a vision for a high profile, contemporary organisation that's fit for purpose. To achieve this vision we need to:

- Increase the profile and reputation of both the National Park and our work, to draw interest, awareness and enthusiasm for the great work we do regionally and nationally
- Harness our stakeholders, businesses and residents as partners in aspiration for the National Park
- Invest in our people, developing their skills and making the best of technology to operate smartly
- Ensure our working environment and systems are up to date, efficient and limit their impacts on the environment. Maintain high levels of customer service and satisfaction so our reputation amongst our communities and partners is held high

Our contribution to delivering the North York Moors National Park Management Plan

The 2022 – 27 National Park Management Plan is a strategic vision for the National Park to 2040. It sets out a series of outcomes and objectives that we and key stakeholders want to achieve through working in partnership. The draft Management Plan is still being prepared following the close of public consultation in January and there are likely to be some minor changes to the wording of some objectives, which have not yet been incorporated into the text of the Business Plan. Our Business Plan defines our contribution to delivering the Management Plan.

We have identified three outcomes from the Management Plan that we will prioritise in our Business Plan and MTFS over the next five years in order to bring focus to our work:

Outcome 1 – A resilient landscape at the forefront of addressing climate change and nature recovery

We're prioritising this outcome because it is the biggest priority in the Management Plan. The NPA needs to show leadership in demonstrating how the National Park can best adapt and respond to climate change whilst maintaining its special qualities. We are already taking a lead in woodland creation and peat restoration.

Outcome 2 - A nature rich, more biodiverse landscape

We're prioritising this outcome because it's central to our statutory purposes. We have a strong track-record of landscape-scale habitat creation/ restoration programmes. Developing a local Nature Recovery Strategy that's bespoke for the National Park is the key to unlocking future funding for nature through ELMS.

Outcome 3 – A place that lifts the nation's health and well-being

We're prioritising this outcome because it's central to a key role that protected landscapes can play in connecting people with nature. We will build on our existing strengths in access management, volunteering and youth engagement. We can further develop our links with under-served communities in Teesside and elsewhere to achieve health and well-being outcomes.

Whilst our work to achieve these outcomes will not be the total sum of what we will do, these priorities will guide where we concentrate over the coming 5 years so that we do fewer things well.

Resourcing the Business Plan

The Authority has agreed a Medium-Term Financial Strategy to implement our Business Plan. In each section of the Plan below we provide a summary of how delivery will be resourced in terms of the key funding sources we have available – core, external and s106 funding.

Our MTFS sets out a framework that is both prudent and ambitious. Financial prudence comes from focussing our effort on doing few things well, keeping operating costs low and making the most of other funding sources. Ambition lies in growing external income through developing compelling project concepts whilst being fleet of foot. It also lies in our ability to harness others as partners in delivering for the National Park, notably through important incentives for land management such as ELM.

Business Plan – what will we deliver?

Organisational outcome. A high profile, contemporary organisation, fit for purpose

Objective	Delivery by 2027	2022/23 milestones
<p>1. Raise the profile and position the brand of the North York Moors, so that more people recognise and appreciate the special nature of the National Park</p>	<ul style="list-style-type: none"> • Increase awareness of the NYM National Park and put the National Park brand at the heart of everything we do • Complete the rollout of the National Park’s brand including signage, mobile display units and vehicle branding • Increase website traffic, social media followers and reach • Deliver effective campaigns to tell the destination story of the North York Moors 	<p>Continue execution of National Park Brand roll-out</p> <p>Brown sign scheme completed</p> <p>Website refresh and upgrade complete and social media engagement increased by 5%</p>
<p>Resourcing: S106: Yes (£682k) – S106 money allocated to tourism and promotion.</p>	<p>External Funding: No but potential if right opportunity.</p>	<p>Core Funds: Yes (£420k) – cost of tourism, promotion and information team, survey costs and website overheads.</p>

Objective	Delivery by 2027	2022/23 milestones
<p>2. Provide an employment and volunteering experience which supports people to thrive, is inclusive and actively engages with the wider National Park family</p>	<p>Deliver an Organisational Development Plan which sets out:</p> <ul style="list-style-type: none"> • An approach to staff and volunteer communication which is clear about what we want to achieve and does so making best use of the available technology • Blended working and desk sharing arrangements that provide opportunities for better professional interaction. • Benchmarked salaries in difficult to recruit to work areas, combined with updating the appraisal process and linkage to pay. • Staff training programme to develop leadership and project management skills • Maintain our current offer and develop new opportunities for training and employing young people in the National Park 	<p>OD Plan produced and published</p> <p>Desk sharing implemented for Head Quarters building</p> <p>Staff turnover 7%. Staff short term sickness – 2 days per FTE</p> <p>Develop and commence implementation of a corporate training programme</p> <p>Forward plan for funding apprentices agreed</p>
<p>Resourcing: S106: No</p>	<p>External Funding: Yes (£72k) – external funding for the apprentice programme.</p>	<p>Core Funds: Yes (£517k) – cost of apprentice and graduate posts and volunteer programme.</p>

Objective	Delivery by 2027	2022/23 milestones
<p>3. Ensure our working environment and systems are efficient and minimize our negative impact on the environment</p>	<ul style="list-style-type: none"> • NPA net Scope 1 and 2 emissions to fall by 75% by 2027 • Implement the outcomes of the property review in relation to Helmsley-based premises. • Replace all Authority vehicles with zero carbon emissions as soon as ‘fit for purpose’ vehicles become available. • EV charging points installed at all key Authority operational sites and visitor centres. • Deliver a costed programme of works for Sutton Bank and Danby Lodge National Park Centres to reach net zero. • New Procurement framework and policy takes into account environmental credentials of suppliers • Implement new systems to deliver land charge services directly to the Land Registry Office 	<p>8 year roadmap developed to reach net zero by 2030</p> <p>Plan in place to execute outcome of the property review</p> <p>Roadmap to installing EV charging points agreed</p> <p>Procurement method assesses impact on the environment integrated</p>
<p>Resourcing: S106: No</p>	<p>External Funding: Yes (£493k) – visitor centre green energy project.</p>	<p>Core Funds Yes (£556k) – property, IT and vehicle costs plus health and safety and training investment.</p>

Objective	Delivery by 2027	2022/23 milestones
<p>4. Provide an excellent level of service to all our clients and staff through their every interaction with the organisation</p>	<ul style="list-style-type: none"> • Deliver a customer focused Development Management and planning enforcement service. • Undertake Biennial Planning training events with Parish Councils and Agents forums • Develop a programme for assessing the level of customer service and an improvement plan which should include training and development initiatives. 	<p>80% of planning applications determined within 8 weeks</p> <p>Agents' forum established</p> <p>Authority Values reviewed and launched</p> <p>Internal customer service standards reinvigorated and publicised</p> <p>Mystery shopper survey completed and improvement plan developed</p>
<p>Resourcing: S106: No</p>	<p>External Funding: No</p>	<p>Core Funds Yes (£740k – cost of DM team and customer services)</p>

Management Plan outcome. A resilient landscape at the forefront of addressing climate change

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
5. Capture and store carbon by creating at least 2,500 hectares of additional wooded habitat by 2032	<ul style="list-style-type: none"> • Create 375ha of new woodland through s106 CPD • Create 10 ha new woodland through Ryevitalise and Farming in Protected Landscapes (FiPL) • Plant 500 landscape trees • Plant/enhance 50km hedgerow 	<p>Woodland strategy produced</p> <p>75 ha new woodland created</p> <p>100 landscape trees planted</p> <p>10 km hedgerow enhanced</p>
Resourcing S106 £3.5 million Core Policy D over 5 years £10k Landscape & Ecology	External Funding £40k – Ryevitalise & FiPL	Core Funds £66k

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
6. Capture and store carbon by ensuring all degraded blanket bogs and peat habitats in the National Park are under active restoration by 2032	Work with Natural England, Estates and the Yorkshire Peat Partnership to complete restoration works on 2500ha of blanket bog by 2027	Peat assessment and restoration plans completed by March 2023
Resourcing S106 No	External Funding £242k NE Peat Discovery Grant Additional External funding for restoration works post 2023	Core Funds No

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
7. Protect, restore and improve soils across the National Park	<ul style="list-style-type: none"> • Enhance soil health throughout the National Park by working with land managers • Improve 77 ha of land through a programme of invasive plant species eradication. • Engage at least 200 land managers in best practice to enhance awareness of soil health 	<p>TBC</p> <p>52ha of land improved via invasive species eradication</p> <p>100 land managers engaged in soil health awareness</p>
Resourcing: S106: No	External Funding: £10k Ryevitalise	Core Funds: No

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
8. Achieve good ecological status for all water bodies by 2027 and support the improvement of marine and coastal habitat	Work with land managers to deliver improvement works on water bodies through agricultural infrastructure and management, invasive species control, improvements to septic facilities and monitoring.	Objectives of Blue Corridors, Esk/Coastal Streams, Ryevitalise and Derwent catchment partnership achieved. ¹
Resourcing: S106: £80k Landscape & Ecology	External Funding: £305k ERDF £615k NLHF £40k EA £35k EIRF	Core Funds: £125K

¹ Objectives include removing 10 obstacles from the Esk and Rye under Blue corridors, enhancing 37ha of habitat on the Esk & Rye Invasive Species control, 2 new access routes on the Rye and Feasibility, 10 new conservation agreements on the Rye, 100 ancient trees surveyed and detailed design report for the removal or modification of the top four priority barriers on Staithe Beck

INNS assessment and treatment on Sandsend Beck

Management Plan outcome. A nature rich, more biodiverse landscape

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
<p>9. Create bigger, better and more joined up habitats, with nature rich wildlife corridors extending beyond the National Park boundaries</p>	<ul style="list-style-type: none"> • Develop and deliver a Nature Recovery Strategy for local North York Moors nature recovery work. Ensure NYM nature recovery priorities are incorporated into any wider regional LNRS • Maintain 115 ha habitat enhancements through existing conservation agreements and bring 100 ha into new conservation agreements • Protect, manage and enhance 250ha of ancient and significant woodlands • Complete and implement a Levisham Estate Management Plan 	<p>Nature Recovery Strategy produced by March 2023</p> <p>115 ha land under existing agreements. 20 ha under new agreements</p> <p>30 ha of woodland restoration delivered</p> <p>Management Plan completed for Levisham</p>
<p>Resourcing: S106: £180k</p>	<p>External Funding: Yes (dependent on availability of external funding)</p>	<p>Core Funds: £78k</p>

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
10. Restore wilder and more naturally functioning ecosystems on at least 2,000 hectares in the National Park.	<ul style="list-style-type: none"> • Develop and implement a partnership approach to deliver Bransdale Conservation Management Plan • Develop partnership approach to create/deliver a Newtondale Conservation Management Plan • Develop a Nature Recovery Pilot programme on Derwent Catchment 	<p>Bransdale Management Plan completed</p> <p>Newtondale Partnership established</p> <p>ELM Landscape Recovery pilot established</p>
Resourcing: £106 £100k	External Funding: Yes (dependent on availability of external funding)	Core Funds: No

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
<p>11. Work with our moorland community to support the sustainable management of moorland to ensure it retains its intrinsic character which supports a greater variety of species and habitats</p>	<p>Work with Natural England and Moorland partners to enhance moorland fringe habitat</p>	<p>Work with the Moorland Forum completed to develop a clear vision of sustainable moorland management.</p> <p>Areas of moorland fringe that could be improved identified and mapped with Natural England</p>
<p>Resourcing: S106: No</p>	<p>External Funding: Yes (dependent on availability of external funding)</p>	<p>Core Funds: £5k</p>

Management Plan outcome. A landscape rich in heritage and highly valued for its sense of remoteness and tranquillity

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
<p>12. Ensure that our historic environment is better understood, conserved, explained and under appropriate management; and work with partners to reduce the number of identified Designated Heritage Assets at Risk</p>	<ul style="list-style-type: none"> • Improve the condition of at least 25 Heritage Assets at Risk • Deliver the Land of Iron legacy • Restore the Rosedale Kilns • Develop a major multi- stranded historic environment focused project seeking external funding. • Complete 10 Conservation Area appraisals/management plans • Deliver 5 heritage skills training workshops • Deliver a historic building repair grant (focusing on energy efficiency) 	<p>5 assets removed from register</p> <p>Brief and funding bid developed. Stakeholder support engaged.</p> <p>2 conservation area appraisals completed</p> <p>One heritage skills training workshop delivered</p>
<p>Resourcing: S106: £50k</p>	<p>External Funding: Yes (dependent on availability of external funding)</p>	<p>Core Funds: £150k</p>

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
<p>13. Increase the intrinsic darkness of the National Park International Dark Sky Reserve, through expanding the current dark sky core zone by twenty percent by 2027</p>	<ul style="list-style-type: none"> • Deliver a lighting strategy / management plan to maintain dark sky status and increase the area of dark sky core zone by 20% • Proactively use the planning system to conserve dark skies • Identify dark corridors within dales to link up with habitat connectivity. • Factor lighting into all future landscape improvement projects wherever possible 	<p>Reserve status maintained</p> <p>Lighting strategy delivered</p>
<p>Resourcing: S106: £50k</p>	<p>External Funding: No</p>	<p>Core Funds: No</p>

Management Plan outcome. A place that lifts the nation's health and well being

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
<p>14. Create specific, targeted opportunities to improve mental and physical health and wellbeing by connecting people with nature</p>	<ul style="list-style-type: none"> • Provide Green Social Prescribing opportunities to communities within and around the National Park • Prepare an externally funded (Arts Council England) project to deliver the outcomes of the Art & Culture Strategy • Refocus the NYM events programme, targeting health and wellbeing benefits • Enhance our offer at National Park Centres • Implement a revised volunteering strategy, which determines targets for health and well-being, participation and output. 	<p>Health and well-being strategy produced</p> <p>Arts Council Project bid submitted</p> <p>Refocused events programme in place for 2023</p> <p>Plan for National Park Centre improvements with draft resource requirements produced</p> <p>New baseline established for assessing volunteering health and well-being benefits</p>
<p>Resourcing: S106: No</p>	<p>External Funding: No (but potential dependent on availability of external funding)</p>	<p>Core Funds: Yes (£689k) – cost of running the visitor centres and events. £10k for volunteering study and £2.3k for launch of Own Art scheme.</p>

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
<p>15. Increase awareness of, and access to the National Park among underserved communities, particularly those in the surrounding area</p>	<ul style="list-style-type: none"> • Build on our emerging destination PR activity working with underserved groups and organisations • Develop an improved and accessible visitor offer in the north of the National Park • Support the Visit England NYM Accessibility Project to improve information, customer service and facilities • Deliver a programme of outreach activities and events focusing on underserved communities • Increase the proportion of people from underrepresented groups involved in volunteering 	<p>Mosaic funding bid submitted</p> <p>Area management plan for North of National Park agreed with key stakeholders</p> <p>Project objectives delivered²</p> <p>Outreach programme developed and delivered including Mela and big picnic</p> <p>Baseline and targets established</p>
<p>Resourcing: S106: No</p>	<p>External Funding: No (potential dependent on availability of external funding)</p>	<p>Core Funds: Yes (£60k) – Targeted outreach programme, events and staff time.</p>

² Assistance with developing an exemplar website re accessible information, accessibility audit of Sutton Bank and delivery of some of the findings, customer service staff training for both National Park Centres

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
<p>16. Inspire the next generation to enjoy, learn about and care for the National Park and support young people’s direct involvement in decision making about its future</p>	<ul style="list-style-type: none"> • Provide immersive learning experiences through an Education Service tailored to schools, with a focus on areas of high deprivation • Deliver a programme of youth engagement provision and volunteering, aiming for 10% of volunteers being 30 and under by 2027 • Ensure Youth Council and Youth Voice is embedded into NP processes • Successfully conclude delivery of the NHLF funded Young Explorer Project and seek legacy funding to ensure equitable provision of these clubs 	<p>10,000 education and youth contacts</p> <p>95% customer satisfaction with education service</p> <p>Establish a baseline for measuring the benefits to health and wellbeing of families through volunteering</p> <p>Year three of Young Explorer project delivered</p>
<p>Resourcing: S106: No</p>	<p>External Funding: Yes (£59k) – Young Explorer programme and external funding target for Education programme.</p>	<p>Core Funds: Yes (£257k) – Education programme and staff time.</p>

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
<p>17. Ensure that all members of the public are able to enjoy the National Park using easy to use, well-marked rights of way and open access land</p>	<ul style="list-style-type: none"> • Maintain promoted RoW (including easy access paths) at 85% easy to use; and all other Rights of Way at 70% • Increase the offer of ‘Miles Without Stiles’ • Provide and support the delivery of facilities (including toilets and Car Parks) in the National Park for public benefit • Work with partners to establish the Coast to Coast as a National Trail and maintain support for the Cleveland Way 	<p>85% of promoted and priority public rights of way easy to use</p> <p>70% of all other public rights of way easy to use</p> <p>Revised grading of routes completed</p> <p>Two NPA toilet refurbishments completed</p>
<p>Resourcing: S106: Yes (£50k)</p>	<p>External Funding: Yes (£182k) – includes National Trails funding.</p>	<p>Core Funds: Yes (£647k) – cost of running car parks, access, rangers, national trails and toilets.</p>

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
<p>18. Promote the North York Moors National Park as the premier recreational/family cycling destination in the North of England</p>	<ul style="list-style-type: none"> • Develop a compelling offer around the National Park’s USP (e-bikes, gravel, family friendly and mountain biking) and encourage a transformative change in the way people get to and move around the National Park: • Redesign the Moor to Sea Cycle Network route as a nationally recognised off-road route <ul style="list-style-type: none"> • c • Work with partners to develop cycle trails linking surrounding urban areas with the National Park. 	<p>NY Moors cycling partnership established and funding prospectus developed</p> <p>M2C route redesigned and added to funding prospectus</p> <p>NYM Cycleway signage completed and route launched</p> <p>Potential routes identified and partners engaged in delivery.</p>
<p>Resourcing: S106: Yes (£40k) – cycleway signage</p>	<p>External Funding: No (potential dependent on availability of external funding)</p>	<p>Core Funds: Yes (£15k) – staff time.</p>

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
<p>19. Work with businesses to establish regenerative tourism as a guiding principle and encourage visitors to make a positive contribution to the National Park</p>	<ul style="list-style-type: none"> • Work with NYMTN to encourage hosts to build an even closer relationship with the place distinctiveness/special qualities • Facilitate self-led, virtual and micro-volunteering opportunities with 20 community and environmental organisations 	<p>Baseline and targets set to increase the % of local residents who feel positive about tourism</p> <p>Work with 12 tourism businesses to become champions for sustainable practices</p> <p>Establish group of 20 organisations and activity plan agreed</p>
<p>Resourcing: S106: Yes (£61k) – Business grants</p>	<p>External Funding: No</p>	<p>Core Funds: Yes (£15k) – staff time</p>

Management Plan outcome. A place that supports a more diverse and flourishing net zero carbon economy

Objective (from NPMP)	Our contribution – NPA delivery by 2027		2022/23 milestones
<p>20. Maintain a strong and viable farming and land management community that delivers more for climate, nature, people and place</p>	<p>Support a significant proportion of farmers and land managers in the National Park in accessing ELM Local Nature Recovery and Landscape Recovery ELM components</p> <p>Deliver a Test and Trial focusing on incorporating private sector funding into ELM through initiatives such as Biodiversity Net Gain and Carbon Credits</p> <p>Deliver and fully spend the resources allocated to the Farming in Protected Landscapes Scheme</p>		<p>New Test and Trial launched</p> <p>Delivery of full NYM FiPL allocation of c.£600k on a wide range of farmer-led projects across the National Park</p>
<p>Resourcing: S106: No</p>		<p>External Funding: £686k FIPL £160k DEFRA T&T</p>	<p>Core Funds: £27k</p>

Management Plan outcome. A place of great beauty where local communities thrive

Objective (from NPMP)	Our contribution – NPA delivery by 2027		2022/23 milestones
21. Increase the delivery of affordable housing ³ above 2010-2020 levels to build at least 100 affordable homes in villages across the National Park by 2027; and press for changes to control the conversion of housing to second or holiday homes	<p>Undertake a focused review of the Local Plan</p> <p>Prepare an affordable housing and second homes strategy to implement targets</p> <p>Work jointly with other National Parks to seek to raise awareness of the issues arising from a high proportion of second homes and lobby for a mechanism to manage them</p>		<p>Focused review of Local Plan launched</p> <p>Affordable housing strategy prepared by end of 2022</p>
Resourcing: S106: No	External Funding: No	Core Funds: Yes (£2k plus staff time)	

³ As defined in the 2021 National Planning Policy Framework (Glossary).

Objective (from NPMP)	Our contribution – NPA delivery by 2027	2022/23 milestones
<p>22. Work to establish the North York Moors National Park as a leader in low-cost, low-carbon housing design through the development of at least one new-build exemplar scheme; and promote the deployment of sustainable materials and responsible retrofitting measures in historic buildings to secure their long-term future</p>	<p>Facilitate two exemplar schemes – focusing on retrofitting a heritage building and a new build</p> <p>Update the design guide/design codes</p>	<p>Design guide/code published and promoted by March 2023</p>
<p>Resourcing: S106: No</p>	<p>External Funding: No</p>	<p>Core Funds: Yes (£1k plus staff time)</p>