

North York Moors National Park Authority Finance, Risk, Audit and Standards Committee

1 February 2016

Business Plan 2016 - 2017

1. Purpose of the Report

1.1 To provide Members with an initial draft of the Business Plan 2016/17.
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2. Background

- 2.1 The Business Plan 2012-2015 included the Authority's Medium Term Financial Strategy, Reserves Policy and Financial Principles and established the work priorities for the period. This review was undertaken in conjunction with the review of the Management Plan and was based on significant stakeholder consultation.
- 2.2 Since the adoption of the Business Plan the reduction in public sector funding has had a significant impact on the objectives and financial projections in the plan; the Authority has undertaken two transformational organisational restructures. The first of these was planned in 2011 and implemented as part of the Business Plan. However, the second was necessitated in 2014 as the result of further funding reductions, the impact of decisions outside the Authority's control on the income generation plans and the depletion of reserves.
- 2.3 Members agreed that as an alternative to undertaking a fundamental review of the Business Plan in 2014 for the period 2016 to 2018 it was prudent to develop an interim one year Business Plan for the period 2015-2016. The rationale for this decision was that the longer term funding from Defra was not known at the time and it was unlikely that a clear indication of the longer term direction of travel would be known until the summer of 2015. Members approved the interim Business Plan and work in relation to embedding cultural changes, increased income generation, the establishment of a trust, Visitor Centre Business Plans and the review of property.
- 2.4 At the time it was anticipated that the Spending Review announcement would be made following the general election. The Chancellor of the Exchequer presented the Summer Budget on 9 July; however, this did not provide significant detail of departmental budgets except for the current financial year. As a result Members agreed that it was appropriate to prepare a second interim one year business plan and complete a revised longer term Business Plan when more detail was known.
- 2.5 The Chancellor's autumn budget statement on 25 November 2015 included the announcement of Departmental Expenditure Limits (DEL) which indicated that although Defra would face a reduction in resources over the Spending Review period the element which constitutes National Park funding would be protected. Although the statement did not provide details it is anticipated that in addition to protection from further cuts the overall pot may also be protected from the impacts of forecast inflation. However, it is also likely that additional funding to adjust for the extensions to the boundaries of the Yorkshire Dales and Lake District National Parks will be found from the overall amount. As a result the future funding of the North York Moors National Park is not known in detail but officers are confident that core funding will remain

broadly static in real terms with the prospect that further intense work on income generation should permit some real increases in resources.

- 2.6 The 2016/17 start budget is to be discussed at Item 8 on this agenda and has been restated in the Business Plan format, on the basis that the Defra grant will be frozen at the 2015/16 level.
- 2.7 The purpose of this report is to provide Members with a draft of the 2106/17 Business Plan for comment prior to further work being undertaken to finalise the detail for submission to Authority for approval on 21 March 2016.
- 2.8 The format of the document is largely unchanged. It is recognised that this is far from ideal but it does maintain a consistency of practice until it is possible to review the document more fundamentally. A further report will be presented to Authority on 21 March which will commence discussions on the scope, audience and format of the longer term Business Plan which will include consideration of how this fits within the framework of a new Local Plan and refreshing the National Park Management Plan.

3. **Financial Projections and Action Planning**

- 3.1 The projections attached at the **Appendix** have been prepared using the budget figures for 16/17 included in Item 8 and presented in a format consistent with the existing Business Plan.
- 3.2 The actions included in the updated action plan tables are used by Officers to form the basis of the Departmental Action Plans and the work will filter into individual appraisal objectives. On this basis the Business Plan is very much an operational document which sets out the intended priorities for the year, notwithstanding that there is an element of flexibility required in the event of new opportunities or challenges. It also serves to indicate to stakeholders the planned work of the Authority and capture day to day work as well as focussing on projects. Since the last Business Plan fundamental review the resources and capacity of the organisation have reduced dramatically and the actions have been amended to reflect this. Additionally, a number of planned projects have been removed as the work is either complete or it has been agreed that the work is not going ahead as originally planned.
- 3.3 During 2015/16 Members have worked closely with Officers on the development of key strategies which will serve to move the organisation into a more robust and sustainable future; these include the Visitor Centre Business Plans, Income Generation, Property and Volunteering Strategies. The implementation of these strategies will become a fundamental part of both the one year and (it is assumed) the long term business plans.
- 3.4 The Appendix is at this stage a working draft and subject to Members' comments and additional work by Officers. An updated document will be submitted to Authority on 21 March for approval. Once the detail of this has been completed work on the Executive Summary and final formatting can be completed.
- 3.5 Directors have identified the following as **draft** priorities areas for their respective departments during the forthcoming year:

Cross Cutting and Corporate Priorities

- **Achieving ambitions for earned income developing an approach to the new power of competency, developing the Trust and being ambitious and proactive in securing new external funding**
- **Progress the new Local Plan, Management Plan Review, and Business Plan** with full Member and public involvement; contribute constructively to the Spatial Plan and work of the LEP.
- **Delivery of This Exploited Land Landscape Partnership Scheme** – subject to approval of the bid, which is expected in March, delivery of this major project will be central to the work of both Conservation and Park Services Department and will impact upon both Planning and Corporate Services Departments' work.
- **Maintaining the momentum on involvement of Volunteers, Apprentices, communities, contractors, etc** to advance further with the agreed cultural changes evolving into a new style public sector body.
- **Ensure effective management of Health and Safety Risks through Action Planning, Monitoring and Training**
- **Input to Defra's 25 year plan** and similar documents on issues such as natural flood control, connectivity and use of data.

Conservation

- **Deliver Habitat Connectivity** through the National Park's own grant delivery, through working in partnership with others and through externally funded projects.
- To initiate the restoration of more PAWS woodland.
- **Develop the use of volunteers** to deliver practical elements, as well as survey and monitoring.
- **Secure Heritage Lottery Fund (HLF) funding**, match funding and a permission to start for the delivery phase for the This Exploited Land (TEL) Landscape Partnership Scheme; support catchment based approaches, including the Derwent and Esk and Coastal Streams and develop the Ryevitalise Project that will combine habitat connectivity, water quality improvements and natural flood risk management.
- **Monitor uptake of the new Countryside Stewardship Scheme** and communicate with Government and its agencies to ensure it works as well as possible for the North York Moors.
- **Deliver the third and final Historic England funded Monument Management Scheme** to remove as many as possible from the risk register. To begin to develop a plan for the long-term management and stewardship of these monuments to help prevent monuments.

Park Services

- **Embedding the changed ways of working in Rangers and Field Services.** Excellent progress has been made in adapting the service following major staff reduction and restructuring, including focussing work on priority routes, increasing landowner/manager engagement in looking after rights of way and extending work with volunteers but this is a major structural and operational change and work will continue to embed and shape the new ways of working
- **Delivering the Volunteer Strategy.** Again much good work has been done to prepare the framework for the new ways of working with volunteers and the development of the "one team" approach but it is intended that during 2016/17 this work begins to deliver real changes in operations and a significant increase in opportunities for people to contribute to our work.
- **Continuing to build the profile of the North York Moors** and support appropriate growth in tourism. This will include completing delivery of the Coastal Communities Fund "Sea Life, See Life" project, working with businesses including the North York Moors Tourism Network, securing EARDF funding to support the development of a

destination partnership, delivering the Promoting the Park Plan and making the most of key opportunities such as the Tour de Yorkshire.

- **Continuing to extend our outreach and education work** including building the network of community champions, targeting and supporting schools in areas of high deprivation, and further developing our work with Public Health England and local Health and Wellbeing Boards
- **Developing and delivering improved facilities at Visitor Centres** including the Sutton Bank Feasibility Study and resulting actions and preparation for developing new facilities and interpretation through This Exploited Land.

Planning Directorate

Development Management:

- i) **Performance Indicators** – Ensuring that the Authority continues to deliver an appropriate quality of customer service in relation to Development Management taking into consideration the impact of reduced resources including
 - Statutory determination times;
 - Customer Satisfaction levels;
 - Appeals Record;
 - Income targets, including enforcement cost recovery
- ii) **Ensure and support the effective implementation of York Potash Planning Permission** – to ensure that all conditions are appropriately implemented or any changes/amendments to existing permission is adequately assessed for impacts.

Policy

- i) **Adoption of Minerals and Waste Joint Plan** working collaboratively with the key partners and stakeholders
- ii) **Consultation, Preparation and input into** the review of the Management Plan, development of a new Local Plan to the stage where the Issues and Options Version of Local Plan prepared, and input into the Business Plan

Corporate Services

- **Coordinate Cross Departmental Working and full Member involvement on the development of the Business Plan 2017-2020** and the Medium Term Financial Strategy taking into particular consideration the work of the Forward Planning team on the statutory plans.
- **Continue to develop innovative vocational training schemes** including securing future funding for the apprenticeship teams, developing the Trailblazing initiative and implementing the arrangements for the This Exploited Land Partnership project.
- **Deliver the core corporate support functions** in relation to Member Services, Customer Services, HR, Health and Safety, Finance, IT and Property Management, utilising shared expertise arrangements where appropriate.
- **Coordinate the implementation of the Property Strategy Actions** in particular to ensure the delivery of identified income streams and cost savings.

4. Rights of Way Delegations

- 4.1 Management of the rights of way network is central to the work of the Rangers and Field Services teams and the current public rights of way delegation agreements with North Yorkshire County Council and Redcar and Cleveland Borough Council are due to expire on 31 March 2016. It is noted that the Authority still receives no support from the Councils in return for this major assistance with delivering their statutory duty, and it is proposed that pressure continues to be put on the Councils to rectify this situation. Officers recommend they should continue to proactively seek to review and renegotiate the terms of these agreements. However, bearing in mind the, importance of rights of way to visitors, to local people and to the local economy,

Officers request authority for Members to renew these on the same terms as the current North Yorkshire County Council Agreement such that they will run from year to year subject to termination by either party giving 12 months' notice if required (see **Recommendation 9.2 below**)

5. Risk

5.1 Work has commenced on the revision of the Strategic Risk Register to be discussed at the Authority on 21 March 2015 and a draft risk register has been included on the agenda at Item 13. This document will focus on the risks to the delivery of the actions within the updated one year plan. As part of the Business Plan process a fundamental review of the emerging risks will be undertaken and the Risk Register updated accordingly

6. Financial and Staffing Implications

6.1 The financial implications are described in the report.

7. Sustainability and Legal Implications

7.1 The legal and sustainability issues arising from this report are described in the report.

8. Contribution to National Park Management Plan

8.1 The purpose of the report and appendix is to highlight the Authority's own contribution to the implementation of the longer term Management Plan aspirations in the 2016/17 financial year. The actions included in the Appendix and linked to the appropriate Management Plan Actions.

9. Recommendation

9.1 Members comment on the content of this report and appendices and approve the proposals subject to their amendments and further work prior to submission for approval at the Authority meeting on 21 March 2016.

9.2 That members approve the signing of Public Rights of Way Delegation Agreements with both North Yorkshire County Council and Redcar and Cleveland Borough Council, on the same terms as the agreements currently in place, to take effect from 1 April 2016. Members request that Officers continue to actively review and pursue desirable amendments to the terms and conditions with the parties.

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Background documents to this report

Business Plan 2012-2015

Business Plan 2015-16

File Ref.

Introduction

This Business Plan is the second interim document and links the 2012-2015 and the 2017 - 2020 documents. The focus is on how the National Park Authority will allocate its resources next year in preparation for major initiatives in the next full plan period while maintaining the momentum of cultural change agreed by Members in September 2014.

The document has taken into consideration those areas of work which the Authority has agreed to stop, reduce or do differently as a result of the 2014 Organisational Review. It also includes the strategic decisions that Members have taken during the 15/16 financial year; in particular the work on the Visitor Centre Business Plans, Income Generation, Property and Volunteer Strategies. The 2016/17 Strategic Risk Register will cover the activities within this plan and this is reviewed and reported on a quarterly basis. This Plan should be read in conjunction with the Annual Governance Statement which includes commitments to action on regulatory and governance issues.

The Golden Thread, Vision and Core Values of the organisation and the two Strategic Priorities and Cross Cutting Theme remain unaltered on the basis that Members will want to consider these, especially the Priorities, in depth before deciding on changes for the new full Plan. However, the Authority is not in a position to continue to deploy increased resources in all aspects of the work linked to the Strategic Priorities, due to the funding reductions over the last few years (promotional work, since it is often linked to income generation, is faring better than conservation). The Strategic Priorities are to:

- Deliver improvements to the connectivity of habitats in order to improve the biodiversity and landscape character whilst mitigating the impacts of climate change
- Promote the North York Moors to achieve the second purpose and support the local economy
- Ensure that the services are delivered in the most efficient way to ensure that quality outcomes are delivered most economically.

Progress on the Business Plan is reported and scrutinised by the Authority annually. In 2016 this report will include a review of progress against the Financial Principles set in the Business Plan as the outturn 2015/2016 will be available.

Priorities

[Text from covering report paragraph 3.5 to be inserted with any changes agreed by Members]

Financial Resources

Core Grant

Summary of National Park Allocations 2010 to 2017

	10/11 Original	10/11 Revised June 2010	11/12	12/13	13/14	14/15 Revised	15/16	16/17
NPG (including SDF)	£5,503,438	£5,228,266	£5,136,475	4,844,687	£4,552,897	£4,165,232	£4,092,793	tbc
% Annual Change		-5% In year (excluding SDF)	-5.4%	-5.7%	-6.0%	-8.5%	-1.7%	
£ Annual Change		-£275,172	-£291,791	£291,788	-£291,790	-£387,665	-£72,439	
% Total Reduction		-5%		-24.2%			-1.7%	
£ Reduction		-£275,172		-£1,263,034			-£72,439	

Income

Income Generation was a central part of the Medium Term Financial Strategy in 2012-2015 and the 2014 organisational review highlighted this as an increasing priority. A long term Income Generation Strategy has been developed in consultation with Members and Staff. This established that income to the North York Moors area might be increased by approximately £1m to a total of £3m by 2020. This target is challenging and success relies on the continuation of the cultural shift over the long term. The current targets for 2016/17 for future years which could form part of the Business Plan 2017-2020 are detailed in the table at page 8. Some of them will be taken forward at a national level and with partners. Further analysis has indicated that on the current trajectory, by 2020 external grant income should average £1.5m and fees and charges income will increase to £1.4m. This suggests that with extra investment the £3m goal should be surpassable.

External Fundraising continues to be a key part of the Authority's income strategy and successes during the 2012-2015 Business Plan period has increased the income available to the Authority in 2015/16 and beyond. Current and developing bids include:

- the This Exploited Land Project received Stage 1 funding commitment from the Heritage Lottery Fund, and is awaiting confirmation of the Stage 2 funding.
- the Sea Life, See Life Project has been approved by the Coastal Communities Fund and will continue to be delivered in the 2016/17 financial year. This work will be further enhanced through funding for the establishment of a Coastal Communities Team to establish the needs and priorities for capital funding in the rural coastal communities of Staithes, Runswick and Robin Hoods Bay. This work will continue in 16/17.
- the Authority has received funding from English Heritage for continuation funding for the Monument Management Scheme
- The Esk Pearl Mussel and Salmon Recovery Project has received funding from BIFFA.
- The funding for a new LEADER programme has been agreed and Officers are working on finalising the eligibility and assessment criteria
- Officers have worked on the development of a Partnership approach to habitat work on the Derwent Catchment
- Work with the Local Enterprise Partnership and the Yorkshire Dales National Park, Howardian Hills Nidderdale AONB's has resulted in the development of The Protected Landscapes Rural Growth Plan. This will support future bids for funding in relation to high nature value farming, rural skills and creating new visitor experiences.

The long term plans include ambitious targets for external funding as well as developing new funding streams including Sponsorship. The 2016/17 Business Plan includes continuing preparatory activity to ensure that the long term targets can be achieved. This will include obtaining specialist advice where appropriate, developing marketing materials and establishing monitoring procedures.

Tables to be updated with 15/16 RE and 16/17 OE prior to approval

MEDIUM TERM FINANCIAL STRATEGY 2012 – 2016

Reference	Employee Costs	2014/15 Original			2014/15 Revised			2015/16		
		Gross Expenditure £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
CNE	Conservation Of Natural Environment			337	346		346	299		299
CCH	Conservation of Cultural Heritage			87	133		133	94		94
RM	Recreation Management	245		245	192		192	131		131
PU	Promoting Understanding	494		494	486		486	459		459
RV	Rangers and Volunteers	470		470	470		470	370		370
DM	Development Management	380		380	412		412	395		395
FP	Forward Planning	148		148	143		143	114		114
SS	Support Services	333		333	404		404	377		377
CM	Corporate Management	237		237	219		219	213		213
FM	Facilities Management	34		34	50		50	52		52
AT	Apprentices and Trainees (Core)			82	69		69	76		76
AP	Apprentices (Project)			0	48		48	56		56
EP	Externally Funded Project Officers			82	161		161	72		72
	Total Direct Staff Costs	2,929	0	2,929	3,133	0	3,133	2,708	0	2,708
OS	Other Staff Related Costs	218		218	193		193	197		197
	Total Employee Costs	3,147	0	3,147	3,326	0	3,326	2,905	0	2,905
	Other Core									
	Change Management Costs							195	(100)	95
COM	Committee	92		92	81		81	83		83
NPG	National Park Grant		(4,261)	(4,261)		(4,165)	(4,165)		(4,093)	(4,093)
	Sub Total - Core	3,239	(4,261)	(1,022)	3,407	(4,165)	(758)	3,183	(4,193)	(1,009)

	2014/15 Original			2014/15 Revised			2015/16		
	Gross Expenditure	Income	Net Expenditure	Gross Expenditure	Income	Net Expenditure	Gross Expenditure	Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Environment									
1 Externally Funded Projects (excluding staff costs)	11	(36)	(25)	162	(217)	(55)	0	(1)	(1)
2 Trees and Woodlands and Wildlife	328		328	236		236	231		231
3 Landscape	141	(15)	126	111	(25)	96	89	(15)	74
4 Villages, Historic Buildings and Archaeology	85	(1)	84	68	(1)	67	68	(1)	67
Understanding and Enjoyment									
5 Grants	32		32	19		19	10		10
6 Externally Funded Projects (excluding staff costs)	50	(128)	(78)	69	(157)	(88)	66	(168)	(102)
7 Events and Exhibitions	14	(17)	(3)	16	(17)	(1)	16	(17)	(1)
8 Toilets, Car Parks and Visitor Facilities	113	(399)	(286)	117	(342)	(225)	119	(349)	(230)
9 Working with Schools	11	(17)	(6)	12	(17)	(5)	12	(17)	(5)
10 Access and Recreation	150	(50)	100	71	0	71	58	0	58
11 Volunteers	67	(1)	66	74	(5)	69	73	(1)	72
12 Promoting Awareness	92		92	124		124	125		125
13 Visitor Centres	241	(179)	62	284	(193)	91	294	(193)	101
14 Rights of Way	179	(6)	173	177	(6)	171	140	(6)	134
15 Public Transport	97		97	40	(7)	33	47	(7)	40

	2014/15 Original			2014/15 Revised			2015/16		
	Gross Expenditure	Income	Net Expenditure	Gross Expenditure	Income	Net Expenditure	Gross Expenditure	Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Communities									
16 Grants	189		189	90		90	104		104
17 Externally Funded Projects (excluding staff costs)			0	141	(166)		63	(60)	
18 Development Management	44	(212)	(168)	66	(215)	(149)	36	(215)	(179)
19 Forward Planning and Strategy	11	(25)	(14)	31	0	31	11	0	11
Corporate									
20 Customer Service	107		107	99		99	98		98
21 IT	118		118	131		131	121		121
22 Shared Services - Finance and Legal and other SLA's	111	(41)	70	114	(15)	99	114	(15)	99
23 Audit, Insurance and Subscriptions	87		87	90		90	92		92
24 Property	84	(85)	(1)	87	(91)	(4)	87	(91)	(4)
Sub Total - Direct	2,362	(1,215)	1,147	2,448	(1,474)	999	2,074	(1,156)	915
Use of Reserves			(125)			(241)			95
Total	5,601	(5,476)	0	5,855	(5,639)	(0)	5,257	(5,349)	0

Income Generation Projections

	Current Activity	16/17	3-5 years
External grant	Yes	70	70
Car Parks (assume increase charge 16/17)	Yes	40	50
National Planning Fee Increases	Yes	30	30-200
S106's. Conservation Levy and CIL	Yes	10	50-80
Widen pre-application advice	Yes	30	30
Visitor Centres Retail and New Enterprises	Yes	10	70-120
Recharging for core staff time	Yes	15	15
Donations from website	Yes	3	5
Large scale and challenge events	Yes	10	25
National commercial sponsorship	Yes	20	50
Local commercial sponsorship including corporate volunteering	No	5	10-30
Donations and Legacies	No	0	50
Planning enforcement cost recovery	no	5	10-50
Better use of office space	Yes	30	45
Total		278	510-820

These estimates are incorporated into the 2106/17 budgets above

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
2.1 Landscape					
The landscape character and quality will be maintained and reinforced, in particular the distinctiveness of the Landscape Character Areas will be conserved	<p>E1 The landscape character of the National Park will be maintained and enhanced</p>	The Traditional Boundary Scheme will be offered (E1, E2)	30 NPA grants offered for 16/17.	31 March 2017	Conservation
	<p>E2 Traditional farmed landscape features will be conserved, enhanced and reinstated where possible</p>	The Authority will continue to champion landscape elements in the current national agri environment schemes and as part of any CAP/RDPE review (Lobbying by senior management) (E1, E2)		Ongoing	Conservation
	<p>E3 New development will not have a detrimental impact on the landscape of the National Park</p>	The Authority will work with partners to encourage the uptake of the new Countryside Stewardship Scheme (CSS) and work with land managers and Natural England to identify landscape opportunities through CSS. (CSS			Conservation

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		<p>through consultation process and applications to achieve connectivity agenda, CSS through general work and contact with farmers – note skills project) (E1, E2, E12)</p> <p>150ha species rich grassland created through other mechanisms by 2017</p>			
		<p>The Authority will deliver the hedgerow regulations and provide technical advice on boundary features where requested (E1, E2)</p>	N/A	Ongoing	Conservation
		<p>The Authority will continue to ensure that new development conserves and enhances the landscape through its Development Management function. This will be achieved by ensuring that development management decisions comply with Core Policies A & G of the LDF (E1, E3, E4)</p>	<p>Ensure that the Local Plan development process includes sufficient consideration of landscape evidence base and policies and guidance for impacts and offsetting these are embedded for the future.</p>	Ongoing	Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		Implement Levisham Management Plan and the recommendations from the review of Levisham Estate including contribution to wider property review and income generations (E1, E7).	Levisham Management Plan as updated following the Strategic Review implemented	Ongoing	Conservation

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National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
2.2 Historic Environment					
<p>The archaeological and built heritage of the National Park will be conserved for future generations to understand and enjoy, and for its own intrinsic value.</p>	<p>E5 The archaeological and built heritage will be conserved or restored where appropriate</p>	<p>Monument Management Scheme (MMS) deliver the third and concluding MMS programme.</p>	<p>The third and final scheme will see an additional 20 Scheduled Monuments (SMs) removed from the At Risk Register. It is also intended to secure the future management (beyond the end of MMS3 in 2018) of at least 80 SMs</p>	<p>By 2018</p>	<p>Conservation</p>
	<p>E6 Local materials, styles and building techniques will be used in restoration and in new developments where appropriate</p> <p>E7 New development in the National Park will seek to conserve and enhance heritage assets and their settings</p>	<p>Buildings at Risk – The data gathered in the Building at Risk Survey will be used to focus resources to address the conservation of buildings at risk and considering opportunities to enhance this important special quality of the National Park. Grants will be offered as appropriate. (E5, E9)</p>	<p>5 Buildings at Risk have been removed from the register</p>	<p>2015/2016</p>	<p>Planning (Building Conservation)</p>

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	<p>E8 Knowledge, awareness and understanding of the archaeological and built heritage will be increased</p>	<p>National Agri-environment Schemes – Authority will respond to any CSS consultation process relating to Cultural Heritage. At a national level the Authority will take a role in championing cultural heritage projects within CSS (E5, E8)</p>		Ongoing	Conservation
		<p>This Exploited Land – Authority will work with the partners, HLF and TEL Executive to develop and secure funding including match funding for the project and to set the Programme up for delivery (subject to a successful Stage 2 application to HLF) (E5, E8)</p>	<p>Funding is secured from HLF and match funding secured from other identified sources. The Partnership is maintained, and the Programme is set up and commences delivery subject to HLF approval.</p>	<p>Second stage application considered by HLF in March 2016 with a permission to start if approval recommended due in May 2016. Delivery throughout 2016 and for five years following.</p>	Conservation Park Services
		<p>Provide technical advice and support on cultural heritage issues through planning and development control</p>		Ongoing	Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		process. A prioritisation system will be implemented due to reduced resources (E5, E6, E7)			
		The Authority will continue to ensure that new development conserves and enhances the cultural heritage through its Development Management function (E5, E6, E7)		Ongoing	Planning
		In-house Historic Buildings team to produce advice to inform and input to planning decisions. Ensure compliance with Core Policies A&G and Development Policies 4-7 of the LDF A prioritisation system will be implemented due to reduced resources (E5, E6, E7)		Ongoing	Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		Review the Cawthorne Camps management plan in the light of reduced resources (E5, E8, E9)	Revised Plan developed	Ongoing in accordance with Management Plan targets	Park Services

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National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
2.3 Habitats and Wildlife					
The North York Moors will continue to support a diverse range of priority species and habitats with increased extent, connection and resilience	<p>E10 There will be no net loss to priority habitats</p> <p>E11 Existing habitats will be conserved, restored and expanded where appropriate</p>	<p>Support for delivery of LBAP only as part of delivering habitat connectivity, PAWS and other BP priorities. – Continue to support the partnership delivery as appropriate. (E10, E11).</p>	<p>Develop and use an appropriate process to report against main habitat targets and Biodiversity 2020 which is pragmatic, locally specific and effective.</p> <p>Review of capacity to continue this support in 2016-2019 Business Plan</p>	Ongoing	Conservation
		<p>Delivering connectivity –The connectivity mapping will identify the habitats and sites that are most important in developing habitat networks and as such will be a priority to have under favourable management (E12)</p>	<p>Mapping and Database kept up to date, and review of partner contributions to delivery continues.</p> <p>70% of priority gaps being addressed</p>	Ongoing By March 2017	Conservation

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	<p>E12 The connectivity and resilience of habitats will be improved both within and beyond the National Park, particularly in relation to species rich grasslands, woodlands and river corridors. Additional areas of species-rich grassland will be created or restored on lower productivity grassland</p>	<p>Explore and secure external opportunities to focus on specific species or habitats. (as per priorities set out in FRASC reports and External Funding Officer work programme.</p>	<p>Projects are developed.</p> <p>Progress Rye Project (linked to the Derwent Partnership development) to full Stage 1 application to HLF by September 2016 with partners.</p> <p>Develop and submit Turtle Dove application.</p>	<p>Ongoing</p> <p>End of September 2016.</p> <p>HLF PEF by April 2016, full application by November 2016.</p>	<p>Conservation</p>
	<p>E13 The conditions for wildlife within streams, rivers and riparian habitats will be improved</p>	<p>Seek to influence the delivery of national agri-environment schemes and develop NYMNPAs' future contribution to agri-environmental delivery (e.g. CSS).</p>	<p>Monitor implementation and uptake of CSS, risk to the Park's first purpose work and work with land managers, NE and others to address issues and adapt the scheme if possible.</p> <p>Develop and deliver CSS Facilitation Fund areas in the NYM depending on success of any applications</p>	<p>Ongoing</p>	<p>Conservation</p>

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
			made.		
	<p>E14 Habitats will be diversified, particularly through management of field margins and grasslands</p> <p>E15 New development will protect biodiversity and provide enhancements where appropriate</p> <p>E16 Awareness, knowledge and enthusiasm will be raised amongst communities, land managers and visitors about measures necessary to protect habitats and wildlife</p>	<p>.</p> <p>NPA revenue and capital grant agreements including:</p> <p>Existing Wildlife Conservation Scheme (WCS) agreements managing some of the National Parks important biodiversity sites</p> <p>Offering NPA Capital & revenue agreements where other grant schemes are not available or appropriate to achieve connectivity targets. These will be developed under the National Parks state aid</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>Conservation</p>

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		to agriculture notification to address specific local objectives			
		Engage Natural England & Forestry Commission in the habitat connectivity programme to agree shared outcomes and targets (E11, E12)	Shared outcomes and targets developed and implemented as opportunities arise.	Updated as opportunities arise.	Conservation
		Working with local groups and volunteers to engage them in the process of delivering key connections. Continue to facilitate existing networks as appropriate (E11, E12)	Number of days activity by volunteers organised by Conservation Department staff X days tbc by March NPA. % of total volunteer days this represents.	Ongoing	Conservation
		The Authority will continue to support the Merlin group monitoring work. Oversee road verge and water vole volunteers to assist with monitoring populations and integrate groups for efficiency where appropriate.	Integrate volunteer survey into wider monitoring framework for habitat targets and connectivity.	Ongoing on an annual basis or as appropriate for other surveys.	Conservation
		The Authority will continue to ensure that new development	Implement and complete the review role of validation	Ongoing Review implemented	Planning and Conservation

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	<p>E17 Changes in farming practice will be sympathetic to the environment and deliver new features where possible</p> <p>E18 Measures will continue to be undertaken to reduce the threat of or eradicate invasive species</p>	<p>protects and enhances wildlife and habitats through its Development Management function. Provide expert advice and enhance the environmental value of developments through the planning and external consultation process.</p> <p>Ensure Development Management decisions are in compliance with Core Policies A & C of the Local Development Framework (E10,E11)</p> <p>Continue to deliver practical conservation work via the volunteer service, apprentices and field services, including in partnership with partner organisations (E 11-14)</p>	<p>checklists to ensure best use of specialist time and recommend a new approach to conservation elements to Members.</p> <p>Review of Planning Application Checklist taken place and agreed by Members</p> <p>13,500 Volunteer days 2016/17 of which over 50% will be engaged in delivering first purpose related work</p>	<p>by end of 2016/17</p> <p>Feb 2016</p> <p>Ongoing</p>	<p>Park Services</p>
2.4 Tranquillity					
The North York Moors will continue to be a	E19 Existing tranquil areas will be protected, and	Maintaining and enhancing tranquillity will be delivered via the		Ongoing	Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
place of tranquillity, remoteness and dark night skies, providing opportunities for spiritual refreshment	expanded where possible	Authority's development management function. (E19, E20, E22, E24)			
	E20 Dark skies will be protected and improved. New development in the National Park will not cause unacceptable light or noise pollution	The Authority will aim to enhance tranquillity through its day to day conservation activity such as by improving land managers awareness of, and skills to manage the National Parks special qualities (E19)		Ongoing	Conservation
	E21 Noise from the use of recreational motorised vehicles will be minimised	Continue implementation of large scale events protocol with Natural England (E21)		Ongoing	Park Services
	E22 Noise from all types of military aircraft will be kept within acceptable levels ¹	Continue to implement and develop the provision of assistance target groups to reach the National Park without a car (E24)	2700 people from target communities assisted to visit the National Park	2015/16	Park Services
	E23 New development outside the National Park will not affect tranquillity within the National Park	The special qualities of dark night skies and tranquillity will be protected and enhanced through the careful management of all development and		Ongoing	Planning
	E24 The impacts of traffic on the				

¹ There are no specific actions relating to implementing Policy E22 during this Business Plan period

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	tranquillity of the National Park will be minimised, and alternatives to the private car will be promoted	implementation of the LDF Core Policies A and DP1 and also DP14 which seeks to minimise noise and light pollution arising from tourism and recreation developments (E19, E20)			
2.5 Geodiversity					
The National Park will be recognised for its geological interest	<p>E25 The geological interest of the National Park will be promoted with a view to obtaining Geopark Status</p> <p>E26 Geological assets will be protected and enhanced where appropriate</p> <p>E27 Awareness and understanding of the National Park's geological assets will be increased</p>	The Authority will continue to ensure that new development protects and enhances geological assets through its Development Management function. (E26)		Ongoing	Planning
2.6 Air Quality					
The air will remain clean fresh and unpolluted	E28 New development will not lead to an unacceptable deterioration of air	The Authority will continue to ensure that new development does not harm air quality through its Development		Ongoing	Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	quality E29 Appropriate burning regimes will be established/maintained to reduce the risk of large scale moorland fires	Management function. Ensure Development Management decisions are in compliance with Development Policy 1 of the Local Development Framework (E28) The Authority will maintain a watching brief on moorland issues and promote best practice via NPA networks such as the Estate Representatives group, PLUG, fire liaison panel, national moorland group and via our own land at Levisham Estate (E29, E34)		Ongoing	Conservation and Park Services
2.7 Soil Quality					
Good Quality Soils and peat will continue to support the wildlife, agricultural and forestry of the National Park The moors will continue to	E30 Blanket peat bog will be managed appropriately to ensure its retention E31 Soils will be managed sustainably	Work with partner organisation such as the Yorkshire Rivers Esk Trust and Catchment Sensitive Farming to promote best practice and knowledge transfer in relation to the management of soils (E31) Continue to engage with		Ongoing	Conservation
				Ongoing	Conservation

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
maintain 4,100 hectares of blanket peat		the work of the Yorkshire Peat Partnership.			
		The majority of moorland is under HLS offering protection to the landscape, biodiversity and cultural heritage and helping support moorland flocks. The Authority will maintain a watching brief at a local level	Position on moorland reviewed annually.	Ongoing	Conservation
2.8 Moorland					
The moorland will be managed to maintain its distinctive landscape, wildlife and heritage	<p>E32 The moorland will be managed in a way which maintains the open landscape, supports biodiversity and protects the cultural heritage</p> <p>E33 The ability of the moorland to store rainwater and reduce the risk of flooding to communities and environments both within and outside the National Park will be improved</p> <p>E34 Appropriate</p>	<p>The Authority will work with its partners to influence policy to ensure moorlands and specifically the moorland flocks that manage it are adequately supported. (E32).</p> <p>The Authority will contribute to national initiatives that may benefit the moorlands of the North York Moors.</p>	<p>Estate representatives meeting held annually (E32), Moorland Working Group held flexibly as appropriate and PLUG considers moorland issues as appropriate.</p> <p>To work with the national Federation for Common Land and other partners on the development of the 'Our Common Cause' HLF bid for taking forward the Better Outcomes for Upland Commons work.</p>	Ongoing Throughout 2016/17	Conservation

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	<p>burning regimes will be maintained and accidental fires will be prevented wherever possible</p> <p>E35 Grazing levels on the moors will be maintained at levels required to maintain the habitat and cultural heritage of the area</p>	<p>Work with partners to encourage best practice and improve moorland management skills. Continue to provide guidance to upland apprentice scheme when current round of Princes Trust funding comes to an end</p> <p>Promote best practice in wildfire prevention and management through membership of Fire Liaison Panel and North Yorkshire Wildfire Group</p> <p>Continue monitoring of fire risk through Morecs and Fire severity index (E34)</p>		<p>Ongoing</p> <p>Ongoing</p>	<p>Park Services</p> <p>Park Services</p>
2.9 Trees and Woodland					
<p>The multiple benefits delivered by woodlands and forests in the National Park will be maintained and enhanced.</p>	<p>E36 Better connected and more resilient woodland habitat networks will be created through appropriate planting, management, restoring PAWS and positive management</p>	<p>Note connectivity under habitats and wildlife PAWS – major effort to work with landowners, Forestry Commission and other partners to restore PAWS sites across the National Park. The Authority will continue to</p>	<p>900ha PAWS restoration initiated.</p> <p>Support the relaunched Native Woodland Partnership and develop and agree funding strategy.</p>	<p>By 2017</p> <p>Ongoing</p>	<p>Conservation</p>

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	of other woodlands and of veteran trees	finance PAWS work but will also seek large scale external resources to assist this. (E37,E38)			
	<p>E37 The removal of plantations from inappropriate sites will be supported where this will deliver landscape enhancement or other environmental benefits</p>	<p>New woodland & tree planting – The Authority will deliver connectivity by facilitating national grants, identifying external funding opportunities and utilising its own grant schemes. (E36)</p>	200 hectares of woodland and wood pasture planted to enhance connectivity	By 2017	Conservation
	<p>E38 When felled, PAWS will be replanted with species that support the restoration of ancient woodland, in most circumstances</p>	<p>Liaison with FC and other partners to develop innovative approaches and shared objectives to achieve above targets including implementing lower stocking rates and approaches that manage the risk to the landowner</p>	Develop through the Native Woodland Partnership	Ongoing	Conservation
		Continue to protect the woodland resource through the development management process including Tree Preservation Orders, Trees in Conservation Areas and consultation processes with a particular focus on adding		Ongoing	Conservation /Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		environmental value. (E40, E41)			
2.10 Rivers and Streams					
The rivers, streams and other water resources of the National Park will be of a high quality providing habitats for wildlife, clean drinking water and places for recreation	<p>E42 'Good' status (under the Water Framework Directive) of all water bodies will be achieved, where feasible</p> <p>E43 Watercourses will be protected and restored for the benefit of wildlife</p> <p>E44 The National Park's ability to store rainwater will be improved to reduce the risk and impacts of flooding to communities and environments within and outside the National Park</p>	Pearl Mussel and Salmon Recovery Project – the Authority will deliver the project targets as set out in the BIFFA funding bid to enhance the River Esk (E42)	Project targets achieved	April 2015 – March 2018	Conservation
		Tackle invasive species where they are the key element in a gap in the		Ongoing	Conservation

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		Connections Map and where work is needed to protect past investment and linked to funding opportunities.			
		Work with Yorkshire Esk Rivers Trust, Catchment Partnerships, and the Catchment Sensitive Farming initiatives to deliver events to promote best practice and signpost farmers to the capital grant scheme (E42,E43)	Water bodies achieving good and moderate status.	Ongoing	Conservation
		Continue to protect riparian habitats and water quality through the development management and consultation processes with a particular focus on adding environmental value. (E43)		Ongoing as opportunities arise.	Planning
		Secure on-going funding for Northern Apprentice Team in partnership with EA and deliver practical small scale slowing the flow work on Rivers	Funding secured Secure continuation funding by April 2015	By September 2012 This measure was successfully completed. Ongoing funding for Northern	Park Services

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		Leven and Pickering Beck. Expand into other areas as appropriate (E44)		Apprenticeship secured via Prior Pursglove College	
2.11 Coastal and Marine Environment					
The natural and historic coastal and marine environment and its distinctive landscape and seascape will continue to be renowned for its beauty and diversity	E45 The wildlife, seascape and historic environment of the coast and marine area will be protected and enhanced	Explore opportunities to undertake work to improve coastal water quality (E46), as resources allow.		Ongoing	Conservation and Park Services
	E46 Bathing water quality will be improved where necessary and current standards will be maintained or improved elsewhere	Input as appropriate into review of shoreline management plans and any subsequent coastal strategies (E47)		Ongoing	Conservation Planning
	E47 Natural processes will be allowed to continue along much of the coastline, with coastal and flood risk management measures being maintained or implemented where necessary	The Authority will continue to ensure that new development contributes to protecting and enhancing the coastal and marine environment through its Development Management function (E45)		Ongoing	Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
3.2 Enjoying the Park					
<p>More people will visit the National Park to enjoy the special qualities</p> <p>There will be increased and improved opportunities for the public to enjoy the special qualities of the National Park</p> <p>Conflicts between enjoyment of the National Park and other interests will be minimised</p>	<p>U1 Opportunities for a range of recreational activities will be developed around existing 'hubs'</p> <p>U2 The public will be able to enjoy the National Park using the rights of way network and open access areas</p> <p>U3 Opportunities to enjoy the National Park will be available to a wide cross section of society</p> <p>U4 Provision of high quality information on the recreational opportunities in the National Park will be made available using a wide range of media</p> <p>U5 Conflicts between</p>	<p>Continue practical management and maintenance of rights of way network; maintain focus of Maintenance Ranger activity (85%) (U2)</p> <p>Consolidate new ways of working in Rangers and Maintenance Ranger Teams.</p> <p>Renew scheme of delegation with North Yorkshire County Council and Redcar and Cleveland Councils</p> <p>Promote increased rights of way management activity by land managers, communities and volunteers</p>	<p>80% of PROW easy to use by the public</p>	<p>Ongoing</p> <p>April 2016</p> <p>Ongoing</p>	<p>Park Services</p>
	<p>U5 Conflicts between</p>	<p>Continue to maintain most popular 15% of network (including promoted routes, community routes,</p>	<p>80% PROW easy to use by the public</p>	<p>Ongoing</p>	<p>Park Services</p>

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	recreation and the interests of communities, land managers and other user groups will be minimised	easy access routes) to a higher standard(U3)			
	U6 Conflicts between recreational activities and conservation of the special qualities of the National Park will be minimised	Ranger Service to deliver rolling programme of works to maintain excellent facilities for visitors and ensure National Park Authority countryside properties are maintained to high standards (U1, U2, U3)	Deliver all projects in programme on time and within budget	Ongoing	Park Services
	U7 The public will be able to improve their health and wellbeing through reconnecting with nature	Continue delivery of access management plans		Ongoing	Park Services
	U8 Local communities will enjoy improved access to recreational activities and be engaged in developing and managing local access U9 There will be opportunities for	Embed outreach activities, especially volunteering (U2) Develop closer working with Health and Wellbeing Boards and public health teams. Seek opportunities for joint funding projects.	13,500 Volunteer days 2800 people assisted via targeted transport scheme Continue input to development of working relationship with Public Health England at a national level and development of NPE public health project	Ongoing	Park Services

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	people to access the National Park without a car				
		Assist Natural England in delivery of Coastal Access and the England Coast Path maximising opportunities and minimising conflicts (U1, U2)	England Coast Path successfully opened.	Summer 2016	Park Services
		Develop new ways of engaging with disabled and special needs volunteers – investigate potential for social enterprise to co-ordinate activity. Deliver as appropriate and continue growth in volunteering opportunities (U2, U3, U7, U11, U15, U16)	Continue to support Moorswork and look for further opportunities to engage with disabled and special needs volunteers.	Ongoing	Park Services
		Continue development of National Park profile via Facebook and develop proposals for targeted and most cost effective use of other social media (U4)	Proposals developed. Implement as agreed. Further 10% growth in Facebook followers	Ongoing	Park Services
		Continue operation of anti-social behaviour	2 joint action days per year to take place	Ongoing	Park Services

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		working group and deliver joint action with police (U5, U6) Deliver Ranger and Voluntary Ranger service patrols at “hot spots” and close police involvement including joint patrols to combat anti-social behaviour (U5, U6)			
		Deliver NPA health walks programme (U7)	250 participants on health walks each year	Ongoing	Park Services
		Deliver volunteer service including in partnership with Social services and health charities (U7) Deliver Volunteer Strategy and continue the development of “one team”.	13,500 volunteer days in 2016. Achieve all targets and actions as set out in Volunteer Strategy Action Plan.	Ongoing	Park Services
		Deliver assistance to target groups to reach the National Park without a car (U9)	2,800 people from target communities assisted in 2015/16	April 2016 to March 2017	Park Services
3.3 Promoting the Park					
A wide audience will be aware of and associate	U10 The awareness of the National Park amongst the regional	Implement “Promoting the Park Plan” – Plan to identify best way forward	Targets and deadlines as set out in Promoting the Park		Park Services

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
<p>positive images with the North York Moors National Park</p>	<p>population and visitors will be increased</p> <p>U11 Under-represented groups will be supported to increase their awareness of and access to the National Park</p> <p>U12 Opportunities to promote the North York Moors and North York Moors National Park brand and sense of place</p>	<p>in promoting the wider North York Moors area including proposals for large scale events, signposting from major roads, use of social media, local distinctiveness, etc) (U10, U12)</p> <p>Deliver proposed actions from Coastal Communities Fund “Sea Life, See Life Developing vibrant fishing villages to attract more visitors” project.</p> <p>Deliver expanded events programme.</p> <p>Continue to work with and support the development of the North York Moors Tourism Business Network.</p> <p>Secure EARDF funding for development of business led Destination Partnership or pursue alternative avenue.</p>	<p>Plan</p> <p>Complete successful delivery of Sea Life, See Life Project by December 2016.</p> <p>Ongoing</p> <p>Ongoing</p> <p>Outline bid submitted Deadline for full business plan submission tbc</p>		

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		<p>Make most of opportunities presented by Tour de Yorkshire</p> <p>Continue to work with Visit Britain, Visit England, Welcome to Yorkshire and Local Authorities to ensure North York Moors Brand is promoted</p>	May 2016		
		<p>Ensure good presentation of the National Park and opportunities to enjoy its special qualities at partner TICs (esp. Whitby) (U4, U10))</p> <p>Deliver improvements at Whitby as part of CCF Project (subject to funding being secured)</p>	<p>Input to SBCs determination of future of Whitby TIC and act accordingly to ensure continued presentation of National Park and National Park coastline in Whitby. Allocate CCF funding accordingly.</p>	Ongoing	Park Services
		<p>Embed outreach activities, (see 3.4) (U11)</p>		Ongoing	Park Services
		<p>Deliver support for target groups to access the National Park without a car (U11)</p>	<p>Continue to develop new services with reduced funding.</p> <p>2800 people assisted via targeted transport scheme in 2016/17</p>	Ongoing	Park Services
		<p>Deliver Education</p>	<p>Meet Education</p>	Ongoing	Park Services

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		Strategy focusing on schools in the Park and outreach work in urban areas around the Park and continue to trial innovative methods (eg. use of yurt and special activities in low season) to increase numbers of users and income. See also U13.	strategy targets. Achieve 1500 additional education contacts via targeted transport scheme. Agree new targets for service.	June 2016	
		Continue delivery of events programme and Inspired by...gallery raising the profile of the North York Moors area and promoting local arts, crafts and products and explore new avenues of generating income through events (U10)		Ongoing	Park Services
		Continually Review retail offer at visitor centres with a focus on high quality local produce, including speciality alcohol products (U10)	Visitor Centre targets met including a growth of £10,000 in retail income.		Park Services

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		<p>Improve offer at Sutton Bank through development of a children's play area, subject to funding being secured.</p> <p>Complete Visitor Centre Business/Development Plans and commence implementation</p>	<p>Undertake feasibility study and complete development of five year business plan for Sutton Bank. Commence implementation of agreed projects.</p>		
		<p>Continue to deliver 'Moors Messenger' as a key means of communication with local communities</p>		Ongoing	Park Services
		<p>Continue to make good use of local, regional and national media to promote the area and its special qualities (U10, U12)</p>		Ongoing	Park Services
		<p>The proportion of the region's population who are aware of the North York Moors National Park will have increased</p>	<p>In line with the targets in the Management Plan</p>		Park Services

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
3.4 Understanding the Park					
<p>There will be an increased level of understanding of the special qualities of the National Park</p>	<p>U13 Children living within and outside the National Park will be engaged with during their school career</p> <p>U14 Visitors' and the regional population's understanding of the special qualities will be increased</p> <p>U15 Opportunities for lifelong learning about the National Park will be provided</p> <p>U16 Outreach work amongst under-represented groups (both outside and inside the National Park's boundary) will be continued</p>	<p>Deliver Education Strategy – see also 3.3</p> <p>Continue to deliver and further develop expand and refine the Explorer Volunteers concept to involve new audiences</p> <p>Embed outreach activities, including:</p> <ul style="list-style-type: none"> •Volunteering •Continue support for North York Moors Community Champions and take opportunities for expanding the network when they arise. •Continue to deliver programme for mobile display unit in nearby urban areas, Teesside 	<p>Meet education strategy target. Additional 1500 contacts via targeted transport scheme. A further 2000 contacts will be delivered within the events programme.</p>	<p>Ongoing</p>	

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		<p>and Scarborough and at Whitby in partnership with NYMR</p> <ul style="list-style-type: none"> •Continue delivery of targeted transport scheme <p>Develop joint working with Public Health teams in neighbouring urban areas</p> <p>Develop opportunities for further joint working at Redcar and Cleveland country parks</p>	<p>2,800 people from target communities assisted to access the National Park without a car in 2016/17</p>		

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
4.1 Tourism					
The economic value of tourism and the number of people employed in the industry in the National Park will be increased	B1 Visitor spend will be increased	See reference to Promoting the Park Plan, Local Distinctiveness Project and raising the profile under section 3.3 (B1, B2, B3, B4)	Value of tourism to the National Park's economy will have increased	2017	Park Services
	B2 Opportunities for visiting the National Park outside of traditional peak seasons will be promoted	Work with Welcome to Yorkshire and local tourism partners. (B1, B2, B3, B4)		Ongoing	Park Services
	B3 Overnight tourism in and around the National Park will be specifically promoted	Promote membership of Green Tourism Business Scheme and/or other schemes (B5)		Ongoing	Park Services
	B4 The quality and variety of tourism and recreation facilities and accommodation will be improved	Deliver Local Distinctive & Tourism Grant Fund (B4)		Ongoing	Park Services
	B5 Tourism businesses will reduce their impact on the environment and use resources efficiently				

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
4.2 Agriculture					
Food production within the National Park will be increased and the farming sector will become more resilient and capable of adapting to changing economic circumstances whilst contributing to the National Park's special qualities	<p>B6 The production and profitability of agriculture will be increased through improved use of appropriate technology and transfer of knowledge, without harming the Park's special qualities</p> <p>B7 High levels of engagement in Environmental Stewardship and other grant schemes will be sought</p>	The Authority will work with partners to encourage the uptake of appropriate agri-environment and other land management schemes and work with land managers and Natural England to identify landscape opportunities through CSS. (B7) (Also see E1, E2)	Review uptake and implementation of CSS in the North York Moors and work with partners to consider issues and options for addressing these (e.g. Facilitation Fund).	Ongoing	Conservation
	<p>B8 Proposals for the diversification of agricultural enterprises will be supported where there is no harm to the National Park's special qualities</p>	The Authority will continue to support farm diversification through its Development Management function. This will be achieved through implementation of Development Policy 13 of the LDF (B8)		Ongoing	Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	<p>B10 Campaigns integrating good farming and environmental practices will be promoted</p> <p>B11 Traditional farming skills such as dry stone walling and hedgerow restoration techniques will be promoted</p>	<p>Continue to provide guidance to upland apprentice scheme when current round of Princes Trust funding comes to an end (B11) (Also see E32)</p> <p>Develop a NYM farm business network to help support farm businesses and secure delivery of landscape and environmental improvements and</p> <ul style="list-style-type: none"> • Support young farmers • Help farms access new markets • Maximise opportunities for shared purchasing • Share knowledge on contractors • Develop skills and apprenticeships • Share best practice 	<p>Work with the YNYER LEP and consider bids through funds they a role in delivering / commissioning.</p> <p>Integrate any CSS Facilitation Fund areas into such a network approach.</p>	<p>Ongoing</p> <p>By end of 2016/17</p>	<p>Conservation</p>
4.3 Forestry and Woodland					
<p>Woodlands will be managed sustainably to ensure that</p>	<p>B14 Best practice in forest management will be promoted. Resilient forests</p>	<p>Partnership working with landowners, Forestry Commission and other partners (B14)</p>	<p>Through continued support and development of the Native Woodland</p>	<p>Ongoing</p>	<p>Conservation</p>

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
timber production can be maintained without damage to the National Park's special qualities	<p>which deliver a range of services to the public and which are able to cope with the effects of climate change will be created</p> <p>B15 The appropriate management of presently unmanaged woodland will be supported and encouraged</p>	Involvement in Timber Freight Quality Partnerships (B14)	Partnership	Ongoing	Conservation
4.4 Moorland Shooting					
Game shooting will continue to provide benefits to both the environment and economy of the National Park, avoiding damaging developments	<p>B16 Support and encouragement will be given to the grouse shooting industry for its positive environmental and economic impacts</p> <p>B17 New infrastructure for grouse shooting will be supported where it</p>	<p>Partnership working with Moorland Association (B16) and individual owners, managers and gamekeepers as opportunities arise.</p> <p>The Authority will continue to ensure new infrastructure for grouse shooting is appropriate through its Development Management function. This will be achieved through ensuring that decisions are in</p>		Ongoing	Conservation
				Ongoing	Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	is located and designed to ensure there are no adverse impacts on the landscape and environment	compliance with Core Policy A of the LDF and Planning Advice Note 6 (B17)			
4.5 Lowland Shooting					
Lowland shooting will provide benefits to both the environment and economy of the National Park, avoiding damaging developments	B18. The shooting industry will be supported where there are environmental and/or economic benefits which do not harm the special qualities of the National Park	Partnership working (B18), especially to promote the Guidelines on Sustainable Game Bird Release and Shoot Management but only as opportunities and resources allow. Not a proactive work area.		Ongoing	Conservation

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
4.6 Local Businesses					
<p>There will be a range of business and employment opportunities available which benefit local people and which draw upon and enhance the special qualities of the National Park</p>	<p>B20. Economic development will be supported where it is related to the special qualities of the National Park and the amount of allocated employment land will be increased.</p>	<p>The Authority will continue to support economic development and employment and training opportunities through its Development Management function. This will be achieved through implementation of Development Policies 10 and 11 of the LDF (B20, B21)</p>		Ongoing	Planning
<p>The high quality environment of the National Park will continue to contribute towards the attractiveness of the surrounding area as a place for investment</p>	<p>B21. The employment and training opportunities available to people in the National Park will be increased and maintained</p> <p>B23. Modern and traditional skills will be developed within the workforce</p> <p>B24. Opportunities for the productions and sale of good quality local food and products will be increased</p>	<p>Partnership working with the area's Local Enterprise Partnerships (York, North Yorkshire & East Riding, and Tees Valley) to develop appropriate programmes and in partnership with other protected landscape where appropriate.</p>		Ongoing	Conservation and Park Services
		<p>Various National Park Authority apprentice schemes (B23) (See also E9, E32 and E44)</p>		Ongoing	Park Services Corporate Services

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		Funding provided for businesses to promote NYM local produce through Tourism and Local Distinctiveness grant fund	Fund delivered	Ongoing	Park Services
4.7 Fishing					
The economic opportunities for sports fishing which are based on sound environmental practices will be supported	B25. Sports fishing will be supported where it will have environmental and economic benefits	In partnership with the Yorkshire Esk Rivers Trust through joint work on the Esk.		Ongoing	Conservation

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
5.1 Involvement					
Communities will be able to influence the delivery of services and decisions affecting the National Park	<p>C1 Local views will be sought in developing policies, priorities and activities in the National Park</p>	Responses from the consultation on the Joint Minerals and Waste Plan will be fed into the Preferred Options document to be submitted for Examination	Adoption of two documents Adoption of JM&WLP	Summer 2017	Planning
	<p>C2 Opportunities for volunteering will be created</p>	Continue development of volunteer service in all areas of the Authority's work (C2)	Deliver all actions in volunteer strategy action plan 13,500 volunteer days in 2016/17	Ongoing	Park Services
	<p>C3 Communities will be involved in plan making and in delivering services, facilities and projects where appropriate</p>	Continue to support Village Caretakers (C3)		Ongoing	Park Services
		Continue to deliver Ranger Service role in community liaison (C1)		Ongoing	Park Services
		Continue to convene the Joint Parish Forum as a		Ongoing	All Authority

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		mechanism for promoting dialogue with communities within the National Park. (C1)			
5.2 Culture and Traditions					
The National Park will be distinguished from other places through its locally distinctive cultures and traditions	C4 Local communities will be supported to maintain and celebrate local heritage, customs, traditions and skills and record their social, cultural and economic history	Deliver Village Caretaker scheme and seek opportunities for expansion where possible (C4,C5,C3)	Continue to support existing schemes and respond positively to opportunities to extend the scheme to further communities	Ongoing	Park Services
	C5 The interpretation of the landscape and cultural heritage of the North York Moors will be encouraged	Produce National Park Events programme (C5) (See also actions under 3.2,3.3 and 3.4 covering Interpretation)	Programme produced	Ongoing	Park Services
5.3 Facilities					
The sustainability of local communities will be improved by supporting the	C6 The loss of existing facilities in villages including commercial premises such as pubs and shops will be resisted	The Authority will continue to resist the loss of community facilities through its Development Management function and implementation of Core	Number of community facilities maintained	Ongoing	Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
provision of new facilities and resisting the loss of uses which provide an important service to local communities.		Policy 1 of the LDF (C6)			
		The Authority will support initiatives which are aimed at ensuring the provision of suitable facilities.		Ongoing	Planning
5.4 Housing and New Development					
More affordable homes to meet local needs will be provided and new development will protect and enhance the National Park's landscape and built heritage.	<p>C9 Opportunities for affordable housing schemes to meet the needs of local people will continue to be identified and delivered through partnership working</p>	New housing development will be of a high quality design, using appropriate, sustainable materials complying with the Authority's LDF Design Policies and influenced by the advice in the Design Guide . (C10)		Ongoing	Planning
	<p>C10 All new development will be of a high quality design and will conserve and enhance the built heritage</p> <p>C11 Development proposed outside but close to the boundary of the National Park</p>	An effective and proactive planning monitoring and enforcement service will be maintained to uphold the quality of decision making on development proposals and reduce the occurrence of unauthorised harmful development.		Ongoing	Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	will be assessed to establish whether there will be any harm to the setting of the National Park.	A cost recovery scheme will be implemented to help meet the cost of enforcement of harmful unauthorised development	Income Target £5k pa	Implementation January 2016	
		Effective consultation arrangements will be established and maintained with neighbouring planning authorities relating to development proposals likely to impact on National Park purposes. (C11)	Duty to cooperate soundness test met in all cases	Ongoing	Planning
		The importance of recognising and protecting the setting of the National Park will be established with neighbouring authorities Local Plans through the	Duty to cooperate soundness test met in all cases Appropriate policy protection incorporated in District Local Plans.	Ongoing	Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
		Duty to Cooperate. (C11)			
		The Authority will continue to support and use the North Yorkshire Rural Housing Enabler Project to assist in the identification of local housing needs and suitable sites for affordable housing development, actively working with local communities, parish councils and land owners (C9)	75 new affordable units are completed. 42 units completed so far since adoption of Management Plan in 2012	By 2017	Planning

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
5.5 Transport					
A safe and efficient sustainable transport network will be provided which is compatible with the National Park's high quality landscape	<p>C12 Local community transport projects will be supported together with an innovative approach to small scale public transport initiatives linking the main villages, surrounding towns and visitor attractions</p>	<p>The Authority will support the expansion of ICT infrastructure and opportunities for home working and shared services and facilities through its supportive planning role and involvement in 'roll-out' projects such as NYNET (C14)</p>	<p>100% of households to have access to broadband and mobile phone networks</p>	<p>Ongoing</p>	<p>Corporate Services</p>
	<p>C13 Attractive and viable alternative means of transport to the private car will be promoted to enable people to travel in and around the National Park in a more sustainable and integrated way</p>	<p>The Authority will work closely with Local Highway Authorities to raise awareness of their Section 62 Duty in carry out highway maintenance and improvement works within the National Park. (C16)</p>		<p>Ongoing</p>	<p>Planning Conservation</p>

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	<p>C14 The demand for travel will be reduced through; encouraging home working; promoting the use of high-speed broadband for both business and leisure purposes, and encouraging the uptake of video conferencing as an alternative to long-distance travel.</p> <p>C15 Initiatives which decarbonise mobility and reduce CO₂ emissions will be supported</p> <p>C16 The visual and environmental impacts of highway improvements and new or replacement infrastructure will be minimised</p> <p>C17 The safety</p>	<p>Implement new arrangements for assisting target groups to reach the National Park without a car</p>	<p>2800 people from target communities assisted to visit the National Park in 2015/16 (C13,C15)</p>		<p>Park Services</p>

National Park Management Plan Aim	National Park Management Policy and Reference	Delivery Actions	Target where applicable	Timescale	Lead Department
	aspects of transport and benefits of more sustainable modes of travel will be highlighted				

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5.6 Renewable Energy					
Residents and Businesses will use less energy and will contribute to their energy needs through the generation of energy from renewable sources.	<p>C18 Residents, visitors and businesses will be encouraged to reduce their use of energy and the installation of appropriate energy efficiency measures in buildings will be supported</p> <p>C19 The wood fuel industry in the National Park will be further developed²</p> <p>C20 The installation of renewable energy technologies will be encouraged and supported where there is no harm to the National Park's special qualities</p>	Renewable energy provision will be encouraged where appropriate and in harmony with the Special Qualities of the National Park through the implementation of Local Development Framework Policies and advice in the Renewable Energy Supplementary Planning Document (C18,C20)	Reduced support for wind energy installation following Ministerial Statement on Wind Energy which is a material consideration in planning applications	Ongoing	Planning

² There are no specific actions relating to implementing policy C19 during this Business Plan period but individual projects may be supported by the Authority through grants **(tbc following grant review)**

5.7 Waste Management					
<p>Waste produced from within the National Park will be reused or recycled wherever possible, and overall levels of waste will be reduced</p> <p>The environment of the National Park will not be degraded by littering and illegal dumping</p>	<p>C21 The cleanliness of beaches will be improved</p> <p>C22 Particular locations where litter is a problem will be identified, and addressed if feasible</p> <p>C24 There will be increased encouragement of and opportunities for re-using and recycling waste</p>	<p>Partnership Working with the Environment Agency, Scarborough Borough Council and Redcar and Cleveland Borough Council (C21)</p>		Ongoing	Park Services
		<p>Deliver volunteer and voluntary ranger litter pick days at key sites (C21,C22)</p>		Ongoing	Park Services
		<p>Green Tourism Business Scheme (see B5) (C24)</p>		Ongoing	Park Services

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
6.1 Customer Service					
The Customer Service Excellence Standard will be maintained	The services offered to the public will be of a consistently high quality and conducted in a timely manner utilising an appropriate communication channel	Review the new Joint Working arrangements including the provision of Financial Services by North Yorkshire County Council			Corporate Services
		CSE accreditation will be assessed annually.	Maintain full compliance	Ongoing	Corporate Services
		Review the arrangements, processes and targets for Customer Service Standards including answering all written and electronic correspondence and telephones within established timescales and consistent with the Corporate Communications Guide	Processes and targets which are consistent with the reduced resource	Ongoing Ongoing	Corporate Services Corporate Services
		Continue to deliver the Skills Workshops to improve customer service standards by internal skills sharing.	6 workshops delivered within year	Ongoing	Corporate Services

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
		Delivery of the Service Level Agreement to deliver front counter services on behalf of North Yorkshire Police Authority		Ongoing	Corporate Services
		Continue to provide customer support through the Service Level Agreement to National Parks England (NPE)		Ongoing	Corporate Services
		The Authority will run a customer focused, responsive and positive development management service which delivers high quality development that enhances the National Park	At least 85% of applicants are satisfied with the quality of the development management service	Ongoing 2015/16 survey taking place	Planning
Corporate Services will continue to provide high quality Committee Support &	An effective system for supporting Members and servicing Committees and Special Interest Fora, will be maintained	Ensure that changes to the Members Code of Conduct are appropriate publicised and training is given		Ongoing	Corporate Services
		Ensure that Standing		Ongoing	Corporate Services

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
ensure that the Authority demonstrates best practice in relation to Corporate Governance Arrangements	An effective system of Corporate Governance is in operation throughout the organisation through the principles adopted in the Ethical Framework	Orders, the Scheme of Delegation, Financial Regulations and Procurement Procedure rules are up to date and consistent			
		Maintain the Members Extranet		Ongoing	Corporate Services
		Continue to monitor and respond to consultations on future changes to the Audit Regime to take effect from 2017		Ongoing	Corporate Services
		Agree Mechanism for appointment of auditor		September 2016	Corporate Services
		Maintain arrangements for the Authority to conduct an annual scrutiny of performance in relation to the priorities described in this Business Plan and the Finance Risk Audit and Standards Committee to conduct		Ongoing	Corporate Services

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
		an annual scrutiny of performance in relation to the Ethical Framework			
		Maintain an up to date Governance Statement and publish it on an annual basis		Ongoing	Corporate Services
		Compliance with Data Protection legislation	ICO Complaints avoided	Ongoing	Corporate Services
		<p>Compliance with Freedom of Information Act 2000 (FOI) and the Environmental Information Regulations (EIR) including but not limited to:</p> <p>Responding to requests in a timely manner Maintaining and up to date Publication Scheme</p> <p>Information required to be published under the Transparency Code is collated and on the website in the required format</p>	<p>All requests responded to within 20 working days</p> <p>Published on website within the required timescale</p>	Ongoing	Corporate Services

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
		Continue to archive records and destroy as per the destruction schedule. This will include undertaking the annual audit, scanning and despatching to offsite facilities.		Ongoing	Corporate Services
		Maintain adequate insurance for identified risks		Annual renewal	Corporate Services
The Authority maintains systems for records management which are 'fit for purpose'	Records Management systems will be effective and efficient to ensure compliance with legislation and regulation	Approve the Strategic Risk Register in March each year Update the Corporate Risk Register quarterly and report to Finance Risk Audit and Standards Committee			Corporate Services
		Develop departmental risk registers in order to ensure effective delivery as part of the Business Plan process		2016	Corporate Services

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
		<p>Implement action of the Property Management Strategy including an assessment of each property holding to determine whether the specifics rather than general continue to fulfil statutory purposes, or whether there is an opportunity to generate income focusing on priorities agreed at NPA in December 2014 e.g. visitor centres, Levisham Estate, sharing other accommodation.</p> <p>Seek to identify further income/savings to be implemented by 2019</p> <p>Complete reviews of other areas identified e.g. requirements or Rangers Maintenance Teams, other surplus property.</p>	<p>Additional Income/cost reductions identified £40k by 16/17</p> <p>Plans established to achieve additional Income/Cost Savings £50k by 2019</p> <p>Review complete and proposals agreed</p>	<p>2016</p> <p>March 2017</p> <p>December 2016</p>	<p>Corporate Services</p> <p>Corporate Services/Conservation/Park Services</p> <p>Corporate Services and Conservation</p> <p>Park Services/Corporate Services</p>

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
The Authority ensures appropriate Property and asset and Risk Management arrangements are in place	Risks will be appropriately identified and mitigation action taken as appropriate	Ensure adequate arrangements are in place for the cleaning, caretaking and maintenance of the Authority's property		Ongoing	Corporate Services
	Assets will be protected	Commence development of plans for major refurbishment of HQ buildings including financing, specification of works and implementation plans		2016	Corporate Services
		Maintain an up to date Disaster Recovery Plan in the event of the loss of a major site. Engage professional advice to critically review the adequacy and robustness of existing plans		Ongoing	Corporate Services
6.2 IT					
To maintain a lean but effective IT department	The costs associated with IT are reduced towards the private sector benchmark of £1,000 per user, with a target of £1,450 per user by the end of the				

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
	Business Plan Period				
	Compliance with Industry recognised standards and regulatory requirements	Ensure compliance with DPA, Inspire, Ordnance Survey, Copyright and software licensing in relation to the Authority's electronic systems and records		Ongoing	Corporate Services
	Provision of customer focused IT support function	Contracts with external providers kept up to date e.g. Northgate, Lake, Earthlight, AlphaLan		Ongoing	Corporate Services
		Provision of IT support maintained during office hours		Ongoing	Corporate Services
		Business Continuity and Disaster Recovery arrangements will be updated and tested	DR testing will take place in January 2016. Improvement Plans to be developed by June 2016 with timetable for implementation	Ongoing	Corporate Services
	Provision of website, intranet and extranet	Input into the National Park Portal Group			Corporate Services
6.3 HR					
To provide strategic support to the	Implementation of People Management Strategy focussed on	Continue to promote good internal communications including		Ongoing	Corporate Services

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
<p>Authority to ensure that the Staff, Members and Volunteers are motivated and deployed in the most effective way.</p>	<p>delivery of priorities described in the Business Plan</p>	<p>Staff, Volunteers and Members using a range of channels including intranet/extranet and bulletins</p>			
		<p>Assist in the promotion of the Authority through applications for accreditations and rewards which recognise the achievements of the Authority e.g. CSE, White Rose Awards, Apprentice awards</p>		<p>Ongoing</p>	<p>Corporate Services</p>
		<p>Regularly review the Authority's Appraisal Scheme to ensure that it continues to be both good practice and provide robust feedback about individual performance</p>	<p>Ensure effective implementation of the revisions agreed to the scheme in 2015</p>	<p>Annual</p>	<p>Corporate Services</p>
		<p>Continue to widen the scope of vocational training including: Leading a Trailblazing Team to establish a nationally agreed framework for</p>		<p>Ongoing</p>	<p>Corporate Services</p>

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
		<p>Countryside Apprenticeships at Level 2 and 3;</p> <p>Pursuing Prior Pursglove College regarding funding options for the continuation of the northern apprentice team.</p> <p>Working with the LEP to develop a range of potential projects to access funding for skills development, particularly of young people.</p> <p>Work with the TEL team to ensure that the project is properly supported by a range of undergraduate/graduate work placements and trainees.</p>			
6.4 Health and Safety					
The Health and Safety risks associated with the Authority's	To ensure that the Authority has an effective Health and Safety Management	Ensure that there are robust and effective systems for the management of Health	Detailed targets in the plan include: Target levels of spot checks to be set,	Ongoing	

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
activities are recognised and appropriately controlled in compliance with legislation	Framework in place	and Safety throughout the organisation and such systems are consistently applied and reviewed as necessary	Staff Survey of H&S undertaken Validate the effectiveness of the arrangements in relation to the Volunteer Strategy H&S advisor to undertake an assessment of arrangements for work on a bridge.		
		Ensure that the annual review of risk assessments, site safety assessments (including tree surveys) and COSSH data sheets is carried out. Implement the specific actions agreed in the Health and Safety Action Plan		Annual Annual	
		Health and Safety training is part of the Induction process and specific training is delivered as required	Review Induction Processes to ensure timely and proportionate	Ongoing September 2016	

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
			<p>induction of new starters</p> <p>Ensure refresher training is undertaken in accordance with appropriate time periods</p>		
		Continue to hold bi-monthly Health and Safety Group meetings, which are responsible for the preparation of 2 bulletins to staff per year		Ongoing	
		Arrange for the Health and Safety system and practices to be subject to external verification every two years and responsibility for implementation of recommendations is through the Health and Safety group		2016	
		Ensure that all contractors have adequate Health and Safety procedures in		Ongoing	

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
		place prior to the award of contracts			
6.5 Finance, External Funding and Performance Management Support					
The Authority has access to relevant data to facilitate effective decision making	Provision of quality and timely management information				
		Final Accounts compliant with IFRS and best practice		Annual	Corporate Services
		The shared arrangements with NYCC will seek to ensure that the Authority has access to high quality specialist professional advice at all times	Verified by Audit	Annual	Corporate Services
		Continue to process transactions within defined customer standards	Verified by Audit	Annual	Corporate Services

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
The Authority maintains effective systems of internal control in relation to the processing of financial transactions	Payment to Suppliers, payroll and credit control	Implement changes to processes to ensure that the operation is 'lean' whilst maintaining appropriate standards of internal control. Ensure all processes are adequately documented and maintain an up to date Finance Manual		Ongoing	Corporate Services
		Develop a Business Continuity Plan and relationships to ensure that the Authority has robust plans in place. This includes sharing knowledge within the team and with North Yorkshire County Council and investigating contingency arrangements with external providers of the Finance and Payroll software packages		September 2016	Corporate Services
		Ensure compliance with Financial Regulations and review along with standard Contract Terms	Verified by Audit	Ongoing	Corporate Services

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
		and Conditions. This will include training			
The Authority transacts with the private sector in a manner which is open, transparent and consistent with best practice and ensuring that this provides opportunities for SME's	Procurement	Ensure adequate arrangements are in place to obtain specialist procurement advice as and when required		Ongoing	Corporate Services
		Maintain a register of key contracts to assist in planning procurement activity		Ongoing	Corporate Services
Effective advice and assistance is provided to the Authority in order to achieve the targets for funding in a manner which is targeted at the priorities identified.	External funding is maintained between 10-20% of gross expenditure	Continue to develop and update the Strategy for linking bids to Management Plan and Business Plan priorities		Ongoing	Conservation and Corporate Services
		Share best practice with partners. Support delivery of North York Moors, Coast and Hills LEADER Programme in role as Lead Partner.		Ongoing	Conservation

Aim	Policy	Delivery Actions	Target where applicable	Timescale	Lead Department
		Continue to develop and use appropriate mechanisms for skills transfer to empower officers to prepare bids for smaller projects with the need for only minimal support and advice.	Deliver agreed project development process for externally funded projects. Promote the development of new ideas for potential externally funded projects.	Ongoing	Conservation
To ensure that the Authority has appropriate plans to ensure that resources are directed to the priority areas as identified in the plan.	Strategic Financial Planning decisions are implemented and progress monitored and reported.	Continue to review the Medium Term Financial Strategy and ensure that the Authority has adequate reserves. Reflect the targets of the Income Strategy into the MTFS Review the Financial Principles	Revised Business Plan in place 2017-2020	Ongoing March 2017	Corporate Services
		Reporting to SMT and Members on budget performance in accordance with internal customer service standards			