

North York Moors National Park Authority

3 October 2016

Business Plan and Medium Term Financial Strategy

1. Purpose of the Report

1.1 To present Members with:

- The final elements of analysis on which to base priorities; and
- Recommendations on a budget for the next Business Plan based on the work carried out over the last four months.

2. Background

2.1 Over the last four months the Authority has been reviewing the Management Plan for the National Park and developing a new Business Plan for the Authority's contribution to that document. A series of formal meetings, informal seminars, surveys and other communications have provided a wealth of material to inform Member decisions. This report crystallises several of the workstreams and recommends a financial framework for activity over the next four years in the shape of a draft Medium Term Financial Strategy (MTFS).

2.2 The areas which have not been covered in this report and which will be the focus of work over the next few months leading to a final approval of the Business Plan at the December National Park Authority meeting are:

- A revised Performance Management Framework;
- Reserves Strategy;
- Detailed Activity Tables; and
- A final check on Management Plan indicators.

3. Analysis So Far

3.1 The Business Plan process commenced with a look at the broad context in which the Plan was being developed. Climate change, globalisation, the (at the time) forthcoming EU Referendum and the socio-economic state of the National Park were all considered. Key State of the Park Indicators were analysed as was information on the achievement of the Authority's Second Purpose. A Scrutiny report looked at achievement of targets in the old Business Plan. The new Government 8 Point Plan for National Parks was also examined with a view to forming a suitable contribution from the North York Moors.

Further Analysis

3.2 The results of extensive surveying are now available to the Authority and are summarised below. Fuller information is available in the report at Item 7 on this Agenda.

Residents' Survey

As described in full at Item 7, the highest residents' priorities have remained conservation of wildlife and landscape and RoW and access. Both of these already receive very substantial support (partly in response to feedback from previous surveys). RoW are of course the statutory duty of other authorities, but the high score helps justify the NPA's continuing delegation agreements. It is also interesting to note the balance of feeling among residents is now rather more towards more protective planning policies than less.

There were no significant differences between different groups of people defined by gender, disability or ethnic group, nor were any broad geographical variations discernible from the data.

Visitors' Survey

It is perhaps not surprising that visitors put protecting the landscape from inappropriate development as their highest priority, but this is a timely reminder of why people come here: it is the distinctive character of the National Park which attracts them and which forms the mainstay of the area's economy. This provides an objective justification, beyond a statutory duty, for continuing with a properly resourced Planning Department.

The importance attached to peace and tranquillity alongside natural beauty and landscape is notable and given the low level of resource devoted specifically to this area officers are recommending that resources are put aside to fully update the tranquillity map of the National Park.

While also rating conservation highly, visitors put a higher priority on education than residents. The relatively low level prioritisation of tourism infrastructure might suggest that there isn't a perceived need for more visitor centres (for example) and that the steps that are being taken to ensure these are more financially self-sufficient are appropriate: investment here should essentially be with the aim of improving their economic sustainability while achieving our purposes.

National Park Management Plan Review

Agenda Item 8 deals in full with responses to the Management Plan review. It is planned that several detailed actions in the final Business Plan should deal with several of the practical issues raised by respondents to that review (for instance in relation to Merlin). Officers have included increased capacity to deal with corporate policy issues in the draft MTFs which should provide the resource for Brexit issues and some increased attention to moorland issues. Other subjects are dealt with below in the context of existing Authority commitments.

4. Strategic Priorities

- 4.1 Most of the work carried out by the Authority is not directly required by statute. The most obvious exception to this is its role as an "all-purpose local planning authority" which requires the preparation of the development plan and determining planning applications. The range of work that the Authority could undertake to achieve its two Purposes (and thereby duty) is immense. As has been discussed in the evening seminars, the vast majority of activities that could be undertaken in achieving the Purposes are effectively de-prioritised. The Business Plan therefore contains only those items which are either required by law or/and are considered priorities. Members have in previous Business Plans chosen to identify "Strategic Priorities" which highlight broad areas of particular focus for the Authority over the next business plan period.

In the light of the considerable discussion that Members have given to potential new or renewed Strategic Priorities, and having taken account of all the evidence and analysis so far, officers put forward the following three Strategic Priorities for the next Business Plan (these are slight modifications to the versions Members have already discussed).

- i. Establish strong wildlife corridors in the National Park, thereby improving the landscape.
(Re-worded version of a current Strategic Priority)
- ii. Increase the profile of the North York Moors to achieve the Second Purpose and support the local economy.
(Re-worded version of a current Strategic Priority)
- iii. Inspire young people to understand and experience the North York Moors and be actively involved in its future.
(Additional Strategic Priority)

- 4.2 Officers suggest that we maintain one cross cutting theme. The current one deals with efficiency and income maximisation. Officers suggest a more purposeful re-wording of this as follows:

Cross Cutting Theme

Maintain efficiency and act ambitiously to maximise income while delivering Park Purposes.

5. Rationale for Proposed Allocation of Resources

- 5.1 The table below suggests a possible allocation of new or transferred resources in the light of these Strategic Priorities, the resource requirements of the Authority, Financial Principles and the state of the National Park. (The Financial Principles, as provisionally agreed at FRASC after discussion at seminars are at **Appendix 1** and recommended for approval at this meeting).

Summary Allocations of Extra Money		
	Year 1	Year 4
Work with young people	60	105
Increasing resources (volunteers and income generation)	120	125
Grants and surveys	100	165
Profile including signage	35	135
Capacity to deliver capital and policy agendas	35	35
Total	350	560

- 5.2 First is a significant increase in resources specifically directed towards engaging with young people. This reflects the relatively small current budget for this area and Members' concern at the reduced contact that children and young adults are having with the natural environment and the need to inspire a new generation of people with a full experience of National Parks. The proposed allocations would increase the total net core education budget in this area from approximately £70k to £100k. Since this work generates some income the impact on gross spend will be closer to £150k. Resources for other work with Young People will also increase by £70k. There will also be increased educational activity through the This Exploited Land Landscape Partnership Scheme project funded by the Heritage Lottery Fund (HLF) and also supported by £300,000 match funding from a private foundation as well as significant input from the Authority's own budgets.

- 5.3 Second, the allocations include several measures which will increase the resources available to the Authority over years to come in response to likely resource uncertainty over the next decade. Measures that will significantly increase the volunteer resource as well as the cash resource available in the National Park have both been targeted. This accords with the agreed Volunteer Strategy and goes beyond that.
- 5.4 Third, the proposal re-instates some of the reductions in grants to third parties which were made as core grant was cut. This covers a wide range of activity, from grants to parishes for caretakers, conservation area grants to householders, tourism businesses and hedging or walling grants for farmers. This allocation would also re-instate key survey work which has been cut from the regular budget.
- 5.5 Fourth, a modest increase in spending on profile is recommended throughout the Business Plan period. This would not be sufficient to fund significant work on signage, for which it is suggested that external funds are sought, (with money available as match funding from reserves). In the final Plan year, however, £100k has been allocated to cover the eventuality that attempts to secure external sources of funding have not been successful.
- 5.6 In relation to the remaining subject specific strategic priority, the proposals represent overall a small potential increase in the resources available for work on wildlife corridors (via the grants budget and extra staff resource).
- 5.7 With respect to the communities in the National Park, the Authority already makes a proportionately very large contribution to improving the skills/employment prospects for local young people, particularly through its work on apprentices. This is seen as important to the achievement of Park Purposes (directly and via the continuation of appropriate skills) and also allows the Authority to make a contribution to the dynamism of the communities of the National Park. A modest extra resource is proposed in this area of up to £35k per annum (which is included in the young people section above). The extra funds available for grants would also be able to boost work in this area.

Efficiencies

- 5.8 Members will be aware of the huge pressures on National Park funding in recent years and of the many difficult decisions they have taken on priorities. Some areas of work have been lost altogether and others have been radically changed. There are therefore relatively few areas where extra savings are identified in the budget proposals and a very limited number of proposals for the cessation of further areas of activity.
- 5.9 The budget allows for only modest pay increases (1% a year) and no inflationary increase in other costs. This should help to drive a continuing year-by-year across the board increase in efficiency over all cash budgets. It does, however, leave the Authority vulnerable to a return to higher inflation levels, which would not be fully offset by extra income from higher interest rates. The MTFS therefore includes an inflationary contingency in Years 3 and 4, which would be allocated if not needed.

Other Issues

- 5.10 The twin impacts of climate change and globalisation represent very major threats to the National Park, particularly via increased fire and flood risk and the growing prevalence of previously alien plant and animal diseases. The Authority has in the past been very active in work on climate change mitigation. Some of this continues but almost all the Authority's pioneering work on recreational transport and community renewable energy has ceased. The proposals in front of Members would permit significant work on climate change adaptation to continue, most notably through the work on wildlife corridors.

Work on climate change mitigation through peatland restoration and tree planting and passively via energy use reduction and efficiency would also continue, but there would not be new initiatives in this field. Members will need to decide if they believe that this represents an appropriate deployment of resources.

- 5.11 One of the big differences from the position when considering this Business Plan compared with the previous one is the large element of policy volatility. Leaving the EU raises major questions over the future of environmental, agricultural and forestry policy all of which are of huge importance to the National Park. One of the most important things that the Authority will do over the next four years is to influence these policies for the better of the National Park. This will require Member, officer and possibly consultant time, but it is not expected that this would be at a significant financial cost, particularly as some of the cost would probably be shared with other National Parks. (see para 3.2 on Management Plan review).
- 5.12 Since the MTFs was discussed at FRASC the Directors have met and discussed what further income it is reasonable to include in the draft budget and how the aspirational figure of £1.6m earned income might be reached. An extra £90k of income has been included in the final year of the MTFs giving a total of £1.5m. Indicative figures have been included for the 2021/22 financial year (which goes beyond the current Business Plan period) and it is not until this point that officers are recommending it is reasonable to budget for £1.6m.
- 5.13 Finally, in terms of capital expenditure, reserves have been built up such that this can be significant. As agreed with Members, the November meeting of the Finance, Risk, Audit and Standards Committee will discuss the detail of the Reserves Policy. Members should note the current expectation is that reserves will mainly be used to finance significant capital expenditure over the Business Plan period including essential work at the Authority's HQ, substantial capital investment and match funding. If all the assumptions made in the MTFs come to pass there would be a net use of reserves additional to this over the Business Plan period (2017/2018 to 2020/2021) of £265k on revenue spend. In reality this figure adjusts as each year's budget is refined as part of the annual budget setting cycle.

6. **Member 'Allocations'**

- 6.1 The proposed budget allocations reflect closely the overall balance of 'allocations' from Members (**Appendix 2** shows the responses from the different groups). Given the long process of analysis and member discussion this is seen as a reflection of a common will and not a little for everything. Most budgets are not recommended for any increase and generic ones such as the 'grants' budget line are a reflection of the sort of organisation the Members have indicated they wish the Authority to be.
- 6.2 A later section of this report describes Department by Department the new work which it is intended to undertake. Officers will describe at the meeting how it is proposed to respond to the Member 'allocations' which are not covered directly by the draft budget.

7. **Changes from Previous Medium Term Financial Strategies**

- 7.1 **Appendix 3** details the MTFs by the normal functional headings and is consistent with the format presented to FRASC. Members should however note significant changes from previous Strategies. First, income is treated differently, appearing at the top of the budget as a positive element, rather than being netted-off at the bottom. Members are aware of the ambitious targets for income generation and the extensive analysis of potential income streams undertaken over the last three years is not repeated here.

(Members may wish to note that the expected increase in car park income is *not* associated with an increase in charges but is based on assumptions about increased visitor numbers, existing income trends and a minor extension of the places where charges are made).

- 7.2 Second, since the MTFS represents the Authority's overall intended resource deployment the expected contribution of volunteers is included for the first time using an estimated value of the time contributed. This is a very significant factor and it is regrettable that it cannot be included in some way in the formal accounts. The draft MTFS table at **Appendix 3** includes an assessment of the 'in-kind cash value' of the Volunteer resource.

In June 2015 Members agreed the Volunteer Strategy. This established an aspiration that the Volunteer Days should increase to 25,000 from the current level of 13,000 by 20/21. In subsequent discussions regarding this Authority's contribution to the DEFRA 8 Point Plan it was proposed that whilst the aspiration to achieve 25,000 days should be retained, the Business Plan target should be set at 20,000 which whilst still very ambitious, is likely to be effectively achievable given that the Business Plan investment is commencing almost two years subsequent to approval of the strategy. It is therefore proposed that the target be set at 20,000. The table values each day at the £75 rate which is the composite rate used in the Family Indicators. Between now and the final Business Plan work will be undertaken to refine the profile and decide if there is a more appropriate methodology.

8. Description of New Work

- 8.1 The next part of this paper describes the proposed new, extended or changed work that each Department is planning over the next four years. The routine or/and continuing work (which will continue to be the bulk of activity) is summarised Department by Department in **Appendix 4**.
- 8.2 Many of the actions do not yet have completed targets though approximate figures have been discussed between officers. Where clear targets are expected to be developed but the work is not complete, an X marks the spot. These will be finalised as part of the Performance Management Review.

8.3 Corporate Services

Overall, it is worth noting that the resource to deliver the Authority's Corporate Services is low and is capped at no more than 5% of the Authority gross costs. Staff resources have been reduced significantly from 24 full time equivalents in 2008/09 to 15 in 2016/17 (this number includes the Chief Executive, his PA and a part time Director).

- Undertake benchmarking of 3 Corporate Services functions as in the Authority's agreed financial principles
- Ensure that the costs of Corporate Services remain at 5% or less of the Authority's gross costs
- Develop the Health and Safety SLA to provide regular external advice and scrutiny of the health and safety aspects of all of the Authority's work with particular emphasis on the Volunteer Strategy
- Lead on the development of apprentice trailblazing as outlined in the DEFRA 8 point plan
- Ensure that the Corporate Services team engages with and uses volunteers in its day to day and project work Target of X.

- Rewrite the Property Strategy in the light of the Authority's improved financial position by end 2017
- Major maintenance/refurbishment programme of the HQ properties
- Develop the Finance Collaboration Agreement to the mutual benefit of the Authority and NYCC including reduced costs and improved financial information for the Authority
- Ensure that the Authority achieves its earned income and external funding targets and that these are given due prominence in financial reporting targets through the provision of proactive support to the relevant managers
- 'Police' and ensure that the agreed financial principles are adhered to across the Authority
- Conduct a review of the Finance system and implement the necessary changes by X date
- Review current Treasury Management policies, to improve return on reserves.
- Implement changes to the current Audit regime by X date.
- Develop specification based on user needs and complementing revised use of office space to renew desktop PCs
- Upgrade of Northgate M3 Planning System to improve functionality for both the Authority and the public
- Implement required changes to update Microsoft Licensing
- Establish and implement regular programme for undertaking aerial photos
- Review of Complaints Process by X date
- Light touch update of Standing Orders and Financial Regulations
- Prepare for tendering for a new Legal Services contract by 2018
- Consult on, update and provide training on a revised Clear Communications Guide in support of work done on an NPA wide Communications Strategy by end 2017
- Develop the use of the annual Customer Service Excellence assessment to improve delivery of our services to the public
- Implement review of Performance Indicators and resolve issues regarding the on-going resourcing of the Authority's performances management work by June 2017
- Write a new People Management Strategy to plan and explain how the Authority will use its people (paid and unpaid) to deliver the Business Plan by mid-2017
- Review of pay, recognition and reward

8.4 **Conservation**

Cultural change in the Conservation Department is an ongoing process with a move towards a more priority and performance driven approach with the aim of delivering at scale and with momentum. The development and delivery of externally funded projects alongside core statutory and grant giving work remains a priority and a challenge.

The key areas where additional projects or tasks are planned in Conservation Department are:

- Significant improvements to wildlife corridors across the National Park to strengthen biodiversity - complete initial tranche of 132 key wildlife connections by the end of the Plan period
- Initiate the restoration of PAWS (Plantations on Ancient Woodland Sites) woodland X amount
- Create new areas of woodland and wood pasture. X amount
- Use LIDAR to drive further work on the impact of Mesolithic humans on the National Park

- Increase volunteer involvement with conservation and environmental work through practical tasks and survey/monitoring. X volunteer days
- Develop project ideas and bids for external funding at a range of scales to deliver /BP priorities and develop and deliver these once they've been submitted (eg Rivers, TEL)
- Implement TEL with lasting legacy
- Lobby on grassland issues, ensure high quality grassland in the Authority's care is maintained and take opportunities to restore or create grassland only where it is a critical part of a wildlife corridor
- Conclude dialogue with Natural England regarding SSSI condition
- Follow the implications of Brexit for the National Park's environment and propose practical solutions
- Secure external funding for work on the marine environment
- Ensure all the remaining areas of unincised bare peat are vegetated by 2020 [tbc]
- Efficiencies: operate Traditional Boundaries Scheme (TBS) as exemplar low admin scheme; amalgamate double checks on planning applications; review grant intervention rates

8.5 Planning

Resources, particularly staff, have reduced considerably over the past five years, however with greater stability over the next four years there is the ability to bolster resources when required to ensure service quality levels are maintained and important projects such as the new development plan are achieved within set timescales. This can be achieved through joint working, service sharing, and adjustments to existing part time posts or by bringing in consultancy as required.

The key areas where additional projects or tasks are planned in Development Management are:

- Undertake benchmarking with other local authorities in the region and with other English National Parks to assess cost effectiveness of the planning service to ensure that planning application decisions are delivered in the most cost effective way. Target to be set in light of benchmarking by 2018
- Use Shared Service or external specific professional/technical input options where appropriate and cost effective
- Implement M3 upgrade for the planning software system, including training needs as required; Target date to be set
- Prepare and adopt an Enforcement Policy for the Authority setting out our approach to planning enforcement, monitoring and prosecution
- Consider options for the re-structuring of the planning admin team, incorporating a permanent planning technician post and investigating potential for a planning apprenticeship
- Implementation of the Emergency Services Replacement Mobile Communication
- Update and adopt Protocol for Member's Planning Site Visits and the Pre-Application Presentation Process
- Provide High Quality Service for the implementation of the York Potash Planning Approval/ Deal with new or amended application if required
- Deliver Bi-Annual Design Awards for developments in the National Park

The key project tasks within the Policy and Strategy Team over the Plan period are:

- Prepare and adopt a new Park-wide Local Plan, within agreed Local Development Scheme timeframe

- Complete and adopt the Joint Minerals and Waste Local Plan
- Complete and adopt the review of the Management Plan by Jan 2017
- Contribute to the preparation of the York, North Yorkshire, East Riding Spatial Planning Framework
- Subject to successful tender, produce an up to date Tranquillity Map of the National Park

The key project tasks within the Building Conservation Team over the Plan period are:

- Production of Trailblazer Apprenticeship standard in traditional building skills/masonry
- Assist with the production of an Infographic on the Historic Environment for the Joint Accord group
- Use of TEL funds to designate Grosmont Conservation Area and consolidate the 8 bank top calcining kilns in Rosedale West
- Completion of 6 new Conservation Area Appraisals and Management Plan for most vulnerable settlements
- Input to new external funding bids

8.6 Park Services

Following extensive staff and budget reductions and changes in delivery, particularly in Rangers, Field Services, Education, Communications and Visitor Centres new ways of working are becoming successfully established.

In Rangers and Field Services changes were most recent and very significant in terms of staffing levels and working practices. Ensuring that these are properly established will continue to dominate during the early stages of the Business Plan.

Engaging more young people

Expanding development of the agreed Education Strategy and the DEFRA Plan for National Parks to give both broad, low cost and more carefully targeted, higher impact opportunities for young people.

- Additional capacity in Education Service to deliver 5,000 more contacts per year with school children in line with the existing Education Strategy priorities
- Additional resources for targeted transport to enable schools from areas of higher deprivation near the National Park to take up the expanded education offer
- Development and expansion of the successfully trialled “Explorer Club” model to develop carefully targeted longer term engagement of 20 families per year
- Development of a youth volunteering programme engaging young people via schools and youth groups
- Delivery of This Exploited Land project
- Use all above to foster active involvement

Raising the profile of the National Park

Profile

- Commission and develop a new “Marketing, Communications and Promotions Strategy” including audience segmentation and development and interpretation. This will replace the existing Communications Strategy and Promoting the Park Plan and integrate our work in this area. This will be commissioned in year one and will inform delivery in later years

- Expansion of our PR capacity, through engaging additional external expertise
- Completing the trial of an external media monitoring service, assessing its effectiveness and acting on results
- Continue to develop and expand our social media presence
- Expand development of the selective major events programme
- Secure and match significant external funding for improved signage of the National Park
- Continuing to grow the attraction of the Inspired by...Gallery
- Developing a bid, in partnership with all English National Parks, to the Discover England Fund which if successful will develop elements of the DEFRA 8 Point Plan for National Parks relating to promoting high quality tourism and local produce
- Developing a Destination Management Partnership based on the North York Moors tourism network and developing additional business support as set out in bid for EARDF funding, the outcome of which is expected October 2016.
- Develop additional business support for development of packages and promotions based on locally distinctive themes (dark skies, etc), as set out in bid for EARDF funding
- Develop continued support to the tourism industry on the National Park Coast as set out in our bid for Coastal Community Fund (Round 4), the outcome of the first stage bid for which is expected in September 2016
- Developing new interpretation and attractions at Moors National Park Centre through delivery of This Exploited Land
- Seeking opportunities for significant capital investments in appropriate tourism infrastructure

Increasing resources (volunteering and income generation)

Implementing the detailed actions in the Volunteer Strategy (2015)), developing a one team approach, embedding working with volunteers in all areas of the Authority's work and achieving a target of 20,000 volunteers days per year by the end of the Business Plan period will be achieved via:

- Establish use of the new "Better Impact" software across all areas of the Authority's work by mid-2017
- Rapid expansion of associate volunteering, engaging other associations and organisations in formal partnerships to deliver work on our behalf
- Develop volunteer task supervision by volunteers including a tailor made programme of training for volunteers wishing to take up this role
- Invest in Conservation Department capacity for delivery of volunteering activity associated with This Exploited Land project and for additional first purpose volunteer supervision capacity
- Invest in Corporate Services resources for an expanded volunteer training programme
- Increase available funding for volunteer mileage payments
- Provide additional and more flexible banks of tools and equipment
- A small increase in volunteer service administration staff
- Investing in expansion of Sutton Bank. Development and implementation of the new Business Plan for the centre following the outcome of the feasibility study which is currently being developed. This will likely require significant capital investment and a major bid for external funding

Things we will stop doing or deliver differently

- Improve the efficiency of car park management
- Review the delivery of Visitor Information Points and move to more effective mechanisms for supporting businesses in National Park communities
- Trial expansion of informal charging/visitor payback in smaller car parks
- Complete the roll out of “Better impact” improving the effectiveness of engagement with volunteers across the organisation

Whilst there are no new initiatives which are specifically and directly aimed at delivering public health benefits, many of the above developments in engaging young people and expanding volunteering will deliver benefits in this respect, particularly where it is targeted at priority areas. We will also continue to work with local and national public health agencies to align our work and will seek opportunities for external funding for this purpose.

9. Conclusion

- 9.1 If Members approve the approach in this paper, a similar strong narrative, based on the extensive discussions and analysis that have already taken place, will be included in the final Business Plan draft. The Financial Principles will be a core part of this and Members are asked to approve these at this meeting so that officers can incorporate them into final budget preparations.
- 9.2 Capital spend will be more significant than in the past and a fuller analysis of risk will be included given the increased reliance on earned income.

10. Financial and Staffing Implications

- 10.1 These are described in the body of the report.

11. Contribution to National Park Management Plan

- 11.1 The Authority’s Business Plan describes its intended contribution to the National Park Management Plan and how it will resource this. As such it makes a huge indirect contribution to the Management Plan.

12. Legal Implications

- 12.1 There are no legal implications arising directly from this report. The Business Plan will assist the Authority to achieve its statutory duties such as to achieve Best Value
- 12.2 When developing proposals and making policy decisions, including those about finance and service provision, public authorities must comply with their statutory equality duties. Public authorities must ensure that decisions are made in such a way as to minimise unfairness, and do not have a disproportionately negative effect on people from different ethnic groups, disabled people, and men and women. In order to achieve this, the consultation work has ensured that the proposals are compliant with the needs of specific groups of customers. Some of the new allocations will be focusing on reaching out to disadvantaged groups through the work with Young People, Volunteers, Apprenticeships, Community Grants and additional resources to improve toilet facilities.

13. Recommendation

That Members:

- 13.1 Approve the new Strategic Priorities at 4.1 or agree revised wording to these.
- 13.2 Approve the Financial Principles at **Appendix 1**.
- 13.3 Request officers to begin work on a draft of the Business Plan based on this paper, for approval in December (subject to discussion at FRASC in November in relation to Reserves and a revised Performance Framework).

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Background papers to this Report

File ref

- 1. State of the Park Report 2012
- 2. Business Plan: National Park Authority – 27 June 2016
- 3. Scrutiny of Business Plan: Scrutiny Committee – 11 July 2016
- 4. Business Plan: Finance, Risk Audit and Standards Committee - 5 September 2016

Desired Outcome	Measure of Success	Principle
To ensure that staff costs are subject to appropriate limits whilst maintaining the flexibility to deliver externally funded projects	The costs relating to employment of current staff and outsourced services are maintained within appropriate limits	Staff Cost including fixed cost pension and core outsourced services is maintained at around 55% of gross expenditure
To ensure that the Authority optimises the opportunity to deliver Management Plan objectives through receiving external funding.	The level of external funding obtained by the Authority for its own use is focused on priority projects and achieves the targets	Generate a minimum of £6m over the Business Plan period (average £1.5m p.a.) through external funding.
To ensure that the Authority has an allocated reserve balance to meet 'unexpected liabilities'	The reserve is maintained at the appropriate level	Retain a level based on 5% of gross expenditure (approx £320k)
To ensure that the Authority optimises income generation opportunities	The targets established in the Income Generation Strategy are implemented and regularly reviewed throughout the Business Plan period	There is steady growth of approximately 10%, pa in earned income leading to around £1.6m by 2021/22
<p>a) To maintain a lean approach to overhead charges in relation to property, vehicles and IT related expenditure.</p> <p>b) To maintain a lean and effective corporate core</p>	<p>To ensure effective and lean use of assets and corporate resources</p> <p>Corporate and Democratic core costs are maintained within 5% of core expenditure</p>	<p>To benchmark at least 3 areas of corporate activity.</p> <p>Corporate and Democratic core costs are 5% or less when expressed as a % of gross cost</p>
To ensure that the value of grants to third parties is realised and used to deliver Management Plan priorities	The Authority continues to maintain support for individuals and the third sector to deliver environmental and community benefits to the park.	Total Expenditure on grants is increased to 10% taken as a running average of the last four years' gross spend.
To ensure that planning applications are delivered in the most cost effective way	To ensure that the planning service continues to deliver the quality and level of service appropriate to a National Park Authority whilst comparing favourably in cost terms.	To undertake a benchmarking exercise.

Area of activity	Group 1 £'000	Group 2 £'000	Group 3 £'000	Group 4 £'000	Total £'000	Mean
Volunteers	50	70	60	59	239	60
Grants	100	150	0	130	380	95
Apprentices	20	20	50	25	115	29
Support for trust, external funding, income, Sutton bank etc	0	60	0	69	129	32
Young people new activity	0	20	70	38	128	32
Aerial photography, surveys, audience development, LIDAR[1]	30	0	0	12	42	11
Training	0	20	50	14	84	21
Signage	70	20	0	32	122	30
Finance	0	0	40	15	55	14
Education	0	50	50	49	149	37
Profile	20	40	0	30	90	23
Public health /outreach	0	0	0	18	18	5
Development management	0	20	50	10	80	20
National Park joint working to reach National agencies	0	20	0		20	5
Finance, staff training and development management	50	0	0		50	13
Young people new activity, education, public health and outreach	80	0	0		80	20
Rare species	50	0	0		50	13
North York Moors railway bridges	30	0	0		30	8
National Park membership development scheme	0	0	20		20	5
Public health /outreach/ public conveniences	0	0	40		40	10
PAWS				12	12	3
Voluntary tourist tax	0	0	10		10	3
Signage and profile	0	0	60		60	15
	500	490	500	500	2002	501

[1] [A surveying technology using lasers which maps land contours from the air](#)

Appendix 3

2015/2016 Income and Expenditure	2016/2017 Revised	2017/2018	2018/2019	2019/2020	2020/2021	2021/22
Income						
Natural Environment	149,550	154,600	41,750	61,750	51,750	51,750
Cultural Heritage	587,570	1,108,080	846,120	403,870	433,361	50,361
Recreation Management	608,760	630,380	650,380	675,380	656,380	656,380
Promoting Understanding	473,950	309,840	309,840	309,840	357,840	457,840
Rangers and Volunteers	21,980	4,480	4,480	4,480	4,480	4,480
Development Management	384,750	305,750	305,750	321,750	321,750	321,750
Forward Planning	15,360	15,360	15,360	15,360	15,360	15,360
Corporate and Democratic Core	173,780	191,780	201,780	221,780	231,780	271,780
DEFRA Grant	4,163,190	4,234,796	4,307,634	4,381,726	4,456,726	4,531,726
Total Income	6,578,890	6,955,066	6,683,094	6,395,936	6,529,427	6,361,427
Expenditure						
Natural Environment	881,900	907,652	816,192	863,511	875,197	875,197
Cultural Heritage	846,680	1,619,618	1,251,075	691,713	723,424	311,424
Recreation Management	1,122,940	1,066,897	1,106,445	1,132,267	1,135,235	1,135,235
Promoting Understanding	1,337,870	1,283,041	1,263,057	1,288,483	1,427,313	1,427,313
Rangers and Volunteers	757,540	811,417	815,734	828,437	831,636	831,636
Development Management	791,630	681,373	711,816	719,494	722,972	722,972
Forward Planning	313,760	357,347	414,738	331,354	323,092	323,092
Corporate and Democratic Core	436,710	358,523	359,876	364,152	369,910	369,910
Total Expenditure	6,489,030	7,085,870	6,738,933	6,219,410	6,408,779	5,996,779
Economic and Other Risks Contingency				125,000	250,000	375,000
Net Cash Budget	89,860	-130,804	-55,839	51,526	-129,352	-10,352
Volunteers	975,000	1,106,250	1,200,000	1,331,250	1,500,000	1,631,250
Total Resource Deployed	7,464,030	8,192,120	7,938,933	7,550,660	7,908,779	7,628,029

Corporate Services – Routine Work**Finance**

- Pay suppliers (and staff!) and deal with income
- Provision of management information at strategic and operational levels
- Collaboration Agreement – budgeting/accountancy functions
- Clean audits

IT

- Day to day smooth running of network and associated applications
- Licensing and working with external contract providers
- Business continuity arrangements
- Provision of website
- 'Helpdesk' and training

Customer Service

- Reception/telephone answering
- Member and Committee support and training
- Provision of Members' information via the extranet
- Management of data storage and archiving
- Parish Forums
- Complaints and Compliments

Performance Management

- Use of PIs to assess and manage corporate performance
- Regular updates to Members
- Drive improved environmental performance

Governance

- Up to date Codes of Conduct/Ethical Framework
- Standing Orders/Scheme of Delegation/Financial Regulations and Procurement
- FoI/DPA /EIR/Transparency code
- Disaster Recovery plan testing
- Strategic risk management

Property

- Day to day property management of HQ buildings
- Provision of pool vehicles
- Maintenance of property terrier
- Management of SLA with NYCC

Health and Safety

- Effective health and safety framework in place (including training)
- Health and Safety Group meetings
- Arrange external verification of H&S systems/operation every 2 years

HR

- Recruitment
- Appraisal scheme and training
- Sickness absence management, disciplinary/capability processes where necessary
- Lead on apprenticeships
- JCF/relationships with UNISON/staff survey

Further work on shared services will not be initiated unless benchmarking work or external pressures make this essential.

Conservation - Routine Work

- Give out grants to land managers and communities (including traditional boundaries and archaeology)

- Work with land owners/managers to remove Schedule Monuments from risk
- Protect and enhance archaeology and biodiversity through the planning system;
- Manage statutory protection functions through advice and regulation (protected tree work, Hedgerows Regulations and Section 3 maps)
- Maintain and develop relationships with land owners and managers to deliver Park Purposes (informally and through formal groups, including the Conservation and Land Management Forum, Primary Land Users Group and Estate Representatives meeting and farmer meetings)
- Promote landscape conservation by commenting on landscape impacts of development, embedding landscape character into all work and achieve landscape improvements through grant delivery and project work
- Complete the third Monument Management Scheme and find a successor
- Protect the best grassland and other wildlife resources through grants, agreements, etc
- Promote the conservation work of the NPA through traditional and social media
- Protect and promote the Geodiversity of the Park

Planning Service – Routine Work

Development Management:

- Deliver a high performing customer focused planning service, meeting national, statutory performance targets relating to both speed and quality of decision and user satisfaction
- Continue to provide high quality pre-application advice to applicants
- Ensure all income targets relating to the service are met – and review processes as necessary
- Deliver Annual Planning Training event to Parish Councils
- Provide Member Planning training
- Implement regular monitoring for all minerals sites within the National Park
- Continue to implement Cost Delivery process for enforcement work and assess and review as necessary
- Provide and assess effectiveness of CPD training for planning officers

Policy and Strategy Team:

- Contribute to the delivery of affordable housing provision in the National Park, using the Rural Housing Enabler Programme
- Provide policy advice notes and supplementary planning documents on specific topics as required
- Respond to Government consultations on changes to the planning system and contribute to joint responses through National Parks England
- Provide policy guidance and advice internally to officers and members as required
- Prepare and submit bids for undergrounding existing power lines within conservation areas and sensitive areas of landscape
- Provide professional support for Neighbourhood Planning proposals within and crossing the Park boundary

Building Conservation:

- Provide advice and input into planning application processing, Enforcement cases and policies for the new Local Plan.
- Provision of building conservation advice and guidance to the public and applicants.
- Provision of Historic Building and Conservation Area Enhancement Grants.
- Seek to remove 14 Buildings at Risk from the BaR register

Park Services routine work

Access and Recreation management

- Management, maintenance and improvement of public rights of way, other key access routes and all associated “furniture”
- Surveying public rights of way for quality and safety
- Carefully targeted legal modifications to public rights of way
- Management, maintenance and improvement of the Cleveland Way National Trail and England Coast Path within the National Park
- Management of open access
- Provision of access facilities associated with Visitor Centres
- Provision and management of public toilets
- Provision and management of car parks and picnic sites
- Access provision on National Park Authority properties at Levisham and Cawtorn Camps
- Minimising conflicts between access and conservation and applying the large scale events protocol
- Anti-social behaviour monitoring, prevention and management in liaison with police and communities
- Leading the Fire Liaison Panel and working with stakeholders to prevent and tackle wildfires
- Provision and posting of advisory notices regarding fire, nesting season, lambing, dogs etc
- Providing a constraints check service regarding recreation implications of planning applications

Information and communications (some overlap with promotion and tourism)

- Management and development of two visitor centres
- Production and distribution of key publications including Moors Messenger and the Out and About Guide
- Production and distribution of popular visitor guides eg Walks in Rosedale
- Production and maintenance of on site information and interpretation
- Maintaining and improving the National Park Authority website
- Growing our use of and profile on social media including Facebook, Twitter and Blogs
- Maintaining and developing a high quality library of images
- Providing a graphic design service to whole Authority
- Providing a content writing and editing service to the whole Authority
- Providing internal communications including staff and members bulletins
- Providing mobile display units at honey pot locations and neighbouring urban areas
- Securing positive coverage in press, radio, TV and other media
- Maintaining a media monitoring service

Promotion and Tourism

- Nurturing the North York Moors and North York Moors National Park brands
- Supporting the North York Moors Tourism Network, including delivery of marketing campaigns
- Delivering the Tourism and Local Distinctiveness grant scheme
- Providing advice and support to tourism businesses and associations
- Membership of Coastal and Rural Tourism Advisory Boards
- Surveying and monitoring visitor spend, numbers, behaviours and preferences, etc
- Developing the website, blog, e-newsletters and social media presence
- Managing the Inspired by... gallery
- Marketing the two National Park Centres (including the gallery) including:
 - Delivering the events and exhibition programme, including working in partnership with neighbouring protected landscapes to deliver joint festivals e.g. Dark Skies Festival
 - Production and distribution of promotional leaflets relating to two visitor centres, gallery and guided walks programme
 - Delivering a programme of promotion and advertising in appropriate publications

- Working with key agencies, including Welcome to Yorkshire and VisitBritain to ensure prominence of North York Moors in campaigns, and promotional material, etc
- Assisting delivery of local campaigns with Scarborough Borough Council and Ryedale District Council
- Developing and submitting bids for external funding and delivering subsequent programmes of activity (when successful)

Volunteers

- Recruiting and training volunteers for all areas of the Authority's work
- Providing/managing a 200 strong Voluntary Ranger Service
- Providing/managing a variety of in house volunteer groups delivering first and second purpose work
- Providing volunteers for partner agencies including Forestry Commission, National Trust, Butterfly Conservation, Hawk and Owl Trust
- Developing maintaining and supporting a network of community champions
- Delivering the Explorer Club programme
- Delivering the targeted transport scheme (also under Education)

Education

- Hosting school educational visits
- Providing assembly visits to schools
- Delivering a children's events programme
- Delivering the River Esk Young Anglers Club
- Delivering the targeted transport scheme

Communities

- Providing a link for communities to the Authority via the Ranger Service
- Supporting communities through Village Caretaker Scheme
- Supporting communities to provide public toilet facilities
- Providing a presence at agricultural shows