

EXMOOR NATIONAL PARK AUTHORITY

Service plans

INTRODUCTION

Service Plans have been developed to summarise the core services provided by the Authority. These services are the essential functions of the Authority and operate alongside the achievement of the targets for the Authority set out in the Exmoor National Park Management Plan.

Throughout all its work including service delivery, it is essential that Authority staff and members observe the Authority's stated values:-

Sustainability: We use resources responsibly, cost effectively and efficiently and provide a model for more sustainable ways of working

Customer focus: We are responsive to the needs of the public, partner organisations and each other and go the extra step to engage people in our work

Respect: We treat everyone, both within and outside the Authority, with respect and take full account of equal opportunities issues at all times

Improvement: We actively seek ways to improve our services and performance, seeing problems as challenges not obstacles in an environment that encourages people to be flexible and innovative.

Professionalism: We provide a high quality, professional service based on high standards and excellent communications

Team work: We work together to achieve the Authority's objectives, supporting colleagues and committing to team goals and the Authority's vision

The Authority has adopted the following standards of customer service which apply to all telephone and correspondence:-

Telephone protocol:

- External calls to be answered within 7 rings
- External calls to be answered in a corporate manner (eg Good morning / afternoon. Exmoor National Park Authority)
Call forwarding facility to be used if leaving the office
- Ring back if caller seeking sensitive or confidential information
- Offer to ring back if caller likely to be kept waiting for reply or information. Keep telephone conversations as short as possible
- Use e-mail system to create telephone messages or use the message pad with date and time message was taken and call back within one working day.
- Electronic calendars to be kept up to date by all staff at all times so that those answering the phone are aware of staff appointments

Correspondence protocol:

- All letters / faxes must be replied to within 10 working days and written in clear English
- If the 10 working days deadline cannot be met an acknowledgement card must be sent indicating an approximate date by which a response will be made.
- Requests made under the Freedom of Information Act must be passed to the Head of Corporate Services and a reply sent within 20 working days.
- All letters and memos must be generated using the corporate templates to ensure a consistent corporate style
- All replies must quote a file reference and the date of the original letter / fax, the acknowledgement card, or a telephone conversation, whichever is the latter.
- Copies of all replies to letters must be passed to Admin Services for electronic filing for tracking and to facilitate easy retrieval.
- Letters to be signed in accordance with arrangements laid down by Leadership Team

Equalities

- All activities and policies are assessed to ensure compliance with the Authority's Equality Policy

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LANDSCAPE ADVICE

SERVICE PROVIDED

- Provision of specialist landscape advice to the Authority, to planning officers, other organisations and to the public, including pre-application advice to those considering seeking planning consent and landscape conservation and enhancement recommendations.
- Identification of the need for landscape conservation and enhancement measures in various situations, and co-ordination of the monitoring of landscape change.
- Assisting developing projects to conserve and enhance the landscape and promote public understanding and enjoyment of landscape, including the preparation of submissions for funding and contributing to the management of projects and initiatives.

SERVICE STANDARDS

- Ensure that all advice given to further National Park purposes in relation to the conservation of the landscape is in accordance with the highest professional standards as defined by the Landscape Institute and is in line with current legislation and best practice guidelines.
- Provide landscape advice to planning officers within 14 working days of request.
- Provide appropriate advice relative to the complexity of the planning application or proposal.
- Respond to requests for landscape advice from the public, parish councils and external organisations within 5 working days and provide advice within 25 working days.
- Respond to requests for landscape advice from the Forestry Commission within the agreed timescale (currently 20 working days).
- Respond to Major Work Consultations within ten working days.
- Respond to Natural England consultations for Moorland Management Plans, Environmental Stewardship applications and Capital Works within 15 working days.
- Requests for information will be provided in the same format as the request was received, unless otherwise indicated by the requester. Every effort will be made to ensure the provision of information in a format acceptable to the requester.

TARGETS AND IMPROVEMENTS

- Work with colleagues in the Planning and Community Section to identify the need for, and provision of, guidance on specific landscape issues (for example, equine development and landscape on development sites).
- Continue to carry out sample survey of client satisfaction with the landscape advice service.

LANDSCAPE ADVICE - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of responses provided to the Planning and Community Section		97	106			
% within 14 working days	100%		92%			
Number of Natural England consultations processed		14	130			
% within 15 working days	100%		100%			
Number of Forestry Commission consultations processed		5	38			
% within 20 working days	100%		100%			
Number of Major Works consultations processed			5			
% within 10 working days	100%		100%			
Number of requests for landscape advice to the public, parish councils, and external organisations received						
% responded to within 5 working days	100%					
% advice provided within 28 working days	100%					
Level of user satisfaction with service provided as assessed by sample survey of client satisfaction during 2009.	95%					

AMENITY TREES

SERVICE PROVIDED

- Advise the Authority on the use of its Tree Preservation Order powers to protect important amenity trees
- Respond to requests for consent to lop, top or fell trees covered by Tree Preservation Orders or for work on trees in Conservation Areas.
- Provide advice on trees and tree planting particularly in respect of trees on development sites and in connection with tree planting for urban and rural landscape enhancement

SERVICE STANDARDS

- Process 100% of notifications of proposed works to trees in Conservation Areas within 6 weeks of registration, and 80% of these will receive a letter confirming whether the Authority intends to serve a TPO or not within this 6 week period.
- Process 100% of applications to work on trees protected by a Tree Preservation Order and issue a decision within 6 weeks of the date of registration.
- Respond to 100% of planning consultations requiring arboricultural advice within 15 working days.
- Ensure that information on 100% of applications/notifications is available to the general public, via the website, within 5 working days of registration.
- Acknowledge receipt of 100% of objections/representations in connection with Trees Preservation Orders, works to TPO trees or trees in Conservation Areas within 5 working days of receipt.
- Protect amenity trees through advice and through the operation of the Authority's Tree Preservation Order and tree in Conservation Area powers in line with best practice.

TARGETS AND IMPROVEMENTS

- Aim for a year on year increase in the number of applications/notifications for work to protected trees submitted electronically .
- Produce a guidance leaflet/supplementary planning guidance for trees in relation to development.

AMENITY TREES - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2007/08	2011/12
Number of applications to work on TPO trees processed		5				
% within 6 weeks	100%	100%				
Number of notifications to work on trees in Conservation Areas processed		13				
% within 6 weeks	100%	100%				
Number of planning consultations responded to		76	113			
% within 15 working days	100%	100%	89%			
Number of applications and notifications posted on Exmoor National Park Authority website						
% within 5 working days	100%					
Number of objections / representations received on TPOs, and works to TPO trees or trees in Conservation Areas						
% acknowledged within 5 working days	100%					

DEVELOPMENT CONTROL

SERVICE PROVIDED

- Validate, process and determine applications in accordance with the policies of the Development Plan to ensure that the special character of Exmoor is maintained and enhanced.
- Provide pre-application planning advice including weekly planning surgeries at Lynton and Porlock.
- Negotiate with developers and applicants to ensure the best form of development is permitted for the National Park.
- Prepare and present reports, with recommendations, to the monthly Planning Committee Meeting.
- Determine delegated planning applications in accordance with Development Plan policies and the scheme of delegation.
- Provide Member training and organises the Annual Development Control Tour.
- Represent the Authority at Appeals.
- Ensure initial planning advice is provided to the general public during office hours.
- Ensure excellent communication links with statutory and non-statutory consultees.

SERVICE STANDARDS

- Check validity of applications within 3 working days of receipt.
- Assist with the Planning Administration Section to register valid planning applications within 3 working days of receipt
- Respond to straightforward planning enquiry letters within 10 working days
- Attend site meetings for pre-application advice where appropriate within 15 working days of request
- Negotiate with developers to ensure the Policies of the Development Plan are met and the best possible development achieved
- Meet the statutory development control targets for determining applications.
- Successfully defend at least 75% of planning appeals
- Provide Development Control input into Local Development Framework documents
- Ensure a member of planning staff is available to answer simple enquiries to visiting members during office hours

TARGETS AND IMPROVEMENTS

- Improve current 8 week performance figures for the determination of applications.
- Improve validation and registration timescales.
- Improve standards of application submissions through the production of guidance notes and training sessions.
- Improve success rate at defending appeals.
- Engage with Parish Councils and other local bodies to provide information on the planning process and receive feedback.

DEVELOPMENT CONTROL - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2007/08	2011/12
Statutory targets						
Major applications determined within 13 weeks	60%	0%	100%			
Minor residential, commercial and industrial applications' determined within 8 weeks	70%	59%	49%			
All other applications determined within 8 weeks	80%	67%	79%			
Service targets:						
Customers surveyed who expressed overall satisfaction with the service received.	70%					
Appeals successfully defended	75%	25%				
Number of planning queries received						
% responses within 10 working days	100%					

PLANNING ADMINISTRATION

SERVICE PROVIDED

- Act as a first point of contact by person, phone, letter and e-mail for members of the public wishing to gain planning information, clarification, planning history and application forms.
- Register planning applications including entering data into the computer database, plotting on GIS, initiating neighbour and consultee consultation process, arranging publicity on site and in the local press and production of weekly application list for circulation to all Authority Members, consultees and Parish Councils.
- Maintain the Planning Registers.
- Ensure all plans are scanned and documentation is readily available on the planning application section of the National Park Authority website.
- Formulate, prepare and despatch Decision Notices in respect of all planning, listed building consent, trees and other applications.
- Ensure Decision Notices are available for inspection on the website.
- Register enforcement cases, including entering data into the computer database, plotting on GIS and updating of enforcement case notes.
- Ensure Enforcement Notices are available for inspection on the website.
- Maintain the Enforcement Register.
- Help prepare and compile documentation in respect of appeals to the Planning Inspectorate, including liaison with the Inspectorate.
- Undertake search enquiries in respect of planning records for the District Councils, Search Companies and other individuals.

SERVICE STANDARD

- Register planning applications within 3 working days of receipt where the original submission is in order or within 3 working days of receiving the necessary amended or additional information to validate a defective application.
- Where an application is not registerable notify the applicant / agent of the additional information requirements within 3 working days of receipt.
- Produce and circulate a weekly list of applications.
- Maintain the Authority's website planning application information within 4 working days of the receipt of a valid application.
- Respond to search enquiries within 3 working days.

TARGETS AND IMPROVEMENTS

- Increase the number of applications registered within 3 working days to meet the target.
- Increase the information available regarding planning applications on the website, in particular by posting neighbour, parish council and statutory consultee responses to the website.
- Increase the historical planning application data available on the website by scanning in older applications.

PLANNING ADMINISTRATION - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of search inquiries received		431	374			
Search responses within 3 working days	95%					
Number of planning applications received where there are additional requirements before they can be registered						
Applicants notified of additional requirements within 3 working days	80%					
Number of valid planning applications received						
Valid applications registered within 3 working days	80%					
Circulate a list of new applications to Members, Consultees and Parish Councils each week	100%					

PLANNING MONITORING

SERVICE PROVIDED

- Pro-actively monitor larger scale and controversial development sites to ensure compliance with approved plans and conditions,
- Whilst monitoring development sites identify any breaches of planning control and ensure appropriate action is taken.
- Pro-actively undertake surveys to ensure compliance with occupancy and other conditions.

SERVICE STANDARDS

- Monitor new build houses and major developments at least twice during the construction period with a target of 15 per quarter.
- Monitor at least 20 sites each calendar month to ensure compliance with approved plans and conditions.

TARGETS AND IMPROVEMENTS

- Confirm protocol for best practice of monitoring development sites.
- Finalise database of all agricultural workers dwellings in the National Park. Set out and commence action to check with occupancy conditions.

PLANNING MONITORING - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of new build houses and major developments under construction which are monitored.						
Number of new build houses and major developments under construction which are monitored.	80%					

PLANNING ENFORCEMENT

SERVICE PROVIDED

- Investigate alleged breaches of Planning and Listed Building Consent.
- Assess and resolves breaches of control through appropriate actions dependent on circumstances including negotiations, submission of applications, and where expedient, the serving of enforcement and other notices.
- Liaise with Parish Councils and complainants on progress of investigations and compliance periods.
- Prepare evidence in relation to enforcement matters and appears at appeals and other legal proceedings to give evidence to support the Authority's case.
- Assist with the drafting and serving of enforcement and other notices.

SERVICE STANDARDS

- Acknowledge and register receipt of complaints within 5 working days
- An initial investigation of all new enforcement sites will be carried out within 5 working days of the first complaint.
- Seek to resolve breaches of planning control within 26 weeks (resolution being: agreement to take further action, the granting of permission, or the serving of a notice).
- Successfully defending appeals against enforcement action.
- Service of enforcement and other notices within 13 weeks of the resolution to take action.

TARGETS AND IMPROVEMENTS

- Increase the number of enforcement complaints visited within 5 working days.
- Increase information available on the web site page about performance approach of enforcement service.
- Increase historical enforcement notice information on web site

PLANNING ENFORCEMENT - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of new enforcement sites notified						
New enforcement sites receiving initial investigation within 5 working days	80%					
Breaches of planning control resolved within 26 weeks	80%					
Enforcement appeals defended successfully	75%					
Service of enforcement and other notices within 13 weeks of resolution to take action	80%					

WILDLIFE CONSERVATION ADVICE

SERVICE PROVIDED

- Provide specialist wildlife and habitat conservation advice to the Authority, to land and property owners and managers and planning officers.
- Work with partners, including Natural England, the Environment Agency, the Royal Society for the Protection of Birds, County Wildlife Trusts and the Exmoor Natural History Society, to promote wildlife conservation.
- Provide specialist wildlife and habitat conservation advice to Natural England in response to consultations on agri-environment scheme applications from land-owners and managers.

SERVICE STANDARDS

- Ensure that all activities to further National Park purposes in relation to wildlife conservation are carried out to the highest professional standards as defined by the Institute of Ecology and Environment Management (IEEM).
- Ensure that the National Park Authority's statutory responsibilities in respect of the conservation of wildlife on or in its properties and in relation to its activities are properly discharged.
- Respond to requests for information from the public within 5 working days and carry out any necessary site visits within 25 working days.
- Respond to requests and enquiries for advice in the same format as they are received.
- Respond to external consultations within set timescale agreed, for example, responses provided to Forestry Commission consultations within 20 working days.
- Respond to planning applications within 15 working days and major works consultations within 10 working days.
- Signpost general public to existing information/ websites, if a site visit is not required or appropriate.
- Provide up to 2 hours of free pre-application advice (e.g. barn conversions) in order to improve the quality of planning applications for wildlife.
- All advice will take into account up to date wildlife legislation such as the Habitats Regulations and Countryside and Rights of Way Act.

TARGETS AND IMPROVEMENTS

- Keep under consideration the potential to improve customer service through, for example, new partnership working arrangements with other bodies
- Improve the information available about wildlife conservation on the Authority's website, including a Frequently Asked Questions section, by the end of 2010.

WILDLIFE CONSERVATION ADVICE - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of responses provided to the Planning and Community Section		78	116			
% within 15 working days	100%		89%			
Number of Natural England consultations processed		14	130			
% within 15 working days	100%	100%	77%			
Number of Major Works consultations processed						
% within 10 working days	100%					
Number of requests for wildlife advice to the public, parish councils, and external organisations received						
% responded to within 5 working days	100%					
% site visits within 25 working days	100%					
Sample survey of client satisfaction to be carried out in 2009 and biennially thereafter	95%					
Number of talks and guided walks given	5					
Feedback from participants (obtained through questionnaire survey).	95%					

WOODLAND MANAGEMENT ADVICE

SERVICES PROVIDED

- Provide specialist woodland management advice to the Authority, to the owners and managers of woodlands and those involved in forestry and woodland products
- Promote woodland conservation and work in partnership with others particularly the Forestry Commission
- Promote woodland management policy and programmes
- Carry out a programme of seminars and presentations to groups to disseminate advice and information to wider audience.

SERVICE STANDARD

- Ensure that all activities to further National Park purposes in relation to the conservation and management of Exmoor's woodlands are carried out to the highest professional standards as defined by the Institute of Chartered Foresters.
- Respond to 100% of requests for advice in connection with Forestry Commission Grants Schemes and its Licensing function within 10 working days of receipt.
- Offer at least basic woodland management advice in connection with these schemes/functions within 25 working days to 100% of those requesting it.
- Carry out all Forestry Commission grant and licensing functions within Forestry Commission Citizens Charter deadlines and according to periodic standards and guidelines issued to Forestry Commission staff.
- Respond to 100% of requests for general advice (not linked to Forestry Commission functions) within 10 working days and offer at least basic advice within 25 working days.
- Process 100% of felling licence applications in respect of hedgerows and woodlands within 10 working days and issue a decision for 100% of applications within 25 working days.

TARGETS AND IMPROVEMENTS

- Increase awareness and understanding of the advisory service offered by the Authority, year on year, through an improved presence on the website and through press releases and publications.
- Ensure that a Frequently Asked Questions page and improved advisory and information notes are available on the Authority's website by the end of 2010.
- Explore, before the end of 2010, the possibility of introducing improved mobile communications systems to enable the Team to operate more efficiently and safely.

WOODLAND MANAGEMENT ADVICE - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of requests for woodland management advice linked to FC schemes						
% responses within 25 working days	100%					
Number of England Woodland Grant Scheme Contracts offered						
Number of requests for general advice (not linked to FC functions)						
% responses within 10 working days	100%					
% advice provided within 25 working days	100%					
Numbers of woodland owners satisfied with advice and who have acted upon it (as assessed by a sample survey of client satisfaction to be carried out in 2009 and biennially thereafter).	95%					
Number of felling licence applications received in respect of hedgerows and woodlands		5	28			
% responses within 10 working days	100%		100%			
% decisions made within 25 working days	100%					
Number of felling licences issued						
Number of responses provided to the Planning and Community Section		76	113			
% within 15 working days	100%	100%	89%			
Number of Major Works consultations processed						
% within 10 working days	100%					
Number of talks and guided walks given	5					
Feedback from participants (obtained through questionnaire survey).	95%					

CULTURAL HERITAGE SERVICE

SERVICES PROVIDED

- Provide curatorial advice to all – as first point of contact – for the conservation of the historic environment of the National Park
- Has formal curatorial role as first point of contact under the Treasure Act
- Provide authoritative specialist advice and information especially in response to formal consultations in connection with planning applications, agri-environment and forestry schemes, and the proposed activities of public utilities.
- Provide advice and information and acts as main reservoir of expertise about Exmoor's historic environment
- Promote understanding of the cultural heritage and fosters high quality research into Exmoor's past
- Work with the community, local groups and the voluntary sector in promoting Exmoor's historic environment
- Ensure that Exmoor's historic environment is valued and its significance recognised
- Provide specialist training on the historic environment sector
- Initiate and develop policy documents and contributes to the formation of policy at local, regional and national level
- Ensure that information about the condition of statutory and priority elements of Exmoor's cultural heritage is available
- Co-ordinate activities, projects and initiatives that further the conservation of Exmoor's historic environment
- Carry out press interviews, writes press releases, promotional literature and specialist articles, including contributing to a range of publications

SERVICE STANDARDS

- Ensure that all activities to further National Park purposes in relation to the conservation of the historic environment are carried out to the highest professional standards as defined by the Institute of Field Archaeologists (IFA) and the Institute of Historic Building Consultants (IHBC)
- Ensure that the National Park Authority's statutory duties in respect of the historic environment are discharged
- Provide the specialist expertise to ensure that the Exmoor National Management Plan cultural heritage targets are achieved
- Respond to all formal consultations from within the Authority and from other bodies, groups and individuals within existing consultation process deadlines. These include internal consultations on planning proposals and on the land management, access and other activities and operations of the Authority as well as formal consultations from Natural England, Forestry Commission, English Heritage, Environment Agency and the Highway Authorities.
- Respond to requests for advice within existing NPA protocols. These come from, for examples: members of the public, landowners and property owners, the Church of England, local interest groups and societies.
- Ensure that key monitoring surveys are completed within agreed targets
 - Scheduled Monuments At Risk (required 2009)
 - Buildings At Risk (required 2009)
 - Conservation Area Survey Programme (required 2009)
 - Surveys of vulnerable monuments (as required)

- Undertake a regular programme of outreach events to promote engagement with Exmoor’s historic environment and to ensure that information about the historic environment is shared with the community. These will include:
 - Exmoor Archaeology Forum (annual forum)
 - Exmoor Historic Environment Review (annual publication)
 - An annual programme of walks and talks
 - Particular events to coincide with national/regional events programmes, such as the National Archaeology Festival
- Provide a programme of training in aspects of the cultural heritage for NPA staff and Members through the induction programmes and through formal and informal training events

TARGETS AND IMPROVEMENTS

- Integrate the Exmoor Historic Environment Record with the work of the Service and of the Authority.
- Work with partners to achieve the ambitions set out in the Historic Environment Research Framework for Exmoor

CULTURAL HERITAGE SERVICE - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of responses provided to the Planning and Community Section		150	154			
% within 15 working days	100%	100%	100%			
Number of consultations processed		14	130			
% within 15 working days	100%	100%	100%			
Number of Major Works consultations processed						
% within 10 working days	100%					
Number of condition surveys completed and review surveys carried out	200					
Number of requests for cultural heritage advice to the public, parish councils, and external organisations received						
% responded to within 5 working days	100%	100%	100%			
% site visits within 25 working days	100%					
Sample survey of client satisfaction to be carried out in 2009 and biennially thereafter	95%					
Number of talks and guided walks given	10					
Feedback from participants (obtained through questionnaire survey).	95%					

HISTORIC ENVIRONMENT RECORD

SERVICE PROVIDED

An Historic Environment Record manages information on archaeology and historic buildings, through a specifically designed database and related resources. The Exmoor National Park Historic Environment Record was launched in 2009 and went “on-line” in January 2010.

- Ensure that the Exmoor National Park Historic Environment Record is managed in an exemplary fashion and in line with best practice guidelines.
- Prepare, implement, monitor and review the Exmoor National Park Historic Environment Record Development Strategy.
- Maintain effective working arrangements with neighbouring Historic Environment Records managed by Devon & Somerset County Councils
- Maintain effective working arrangements with neighbouring Historic Environment Records managed by Devon and Somerset County Councils.
- Provide comprehensive, accurate and up-to-date information about all aspects of the historic environment of Exmoor to:
 - members of the public,
 - archaeological contractors, environmental contractors, other agencies,
 - statutory organisations such as The National Trust and Natural England, and
 - Exmoor National Park Authority staff.
- Provide advice about particular areas of research to:
 - members of the public,
 - local amateur groups, and
 - students and academic staff.
- Ensure that new research on the historic environment of Exmoor is input promptly into the Historic Environment Record and made available to the public.
- Provide information required in connection with consultations on planning and development matters, underpinning all cultural heritage advice provided by Exmoor National Park Authority staff.

SERVICE STANDARDS

- All enquirers receive a response within 10 working days.
- All approved Historic Environment Record supporting documents are made available on the Authority’s web-site.
- Access to HER services will be available for all. ‘Access’ within this context has a broad definition encompassing access to information, facilities/services and buildings. Access and quality of service provided by the HER will not be dependent on a person’s gender (including caring responsibilities), race, age or disability. It is acknowledged that a lack of demand may actually be a low expectation from a group with a history of receiving low customer care. Alternative ways of reaching out to a group may be needed such as disability forums and other consultation. [Note: An Equality Impact Assessment has been carried out for this service. This has had regard to the standards/guidelines set out in Informing the Future of the Past **]

TARGETS AND IMPROVEMENTS

- An increasing proportion of information on Exmoor’s historic environment will be made available digitally.
- The Historic Environment Record will aim to reach all First stage performance measures for Benchmarks** by the end of 2011.
- The Historic Environment Record will be kept as up-to-date as possible, with new research and information being input within three months of receipt.
- The Historic Environment Record data will be fully accessible through the internet by 2010.
- Exmoor Historic Environment Record Development Strategy will be reviewed in 2010.

HISTORIC ENVIRONMENT RECORD - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of enquiries received % within 10 working days	100%					
% of backlog of data accessioned by 2011	30%					
Number of Benchmarks* for Historic Environment Records met by 2011	100%					
Level of satisfaction monitored through feedback and survey.	95%					

*Reference: Chitty, G. (2002) Historic Environment Records: Benchmarks for Good Practice. English Heritage and Association of Local Government Archaeological Officers

**Gilman, P. and Newman, M. Eds (2007) Informing the Future of the Past: Guidelines for Historic Environment Records (Second Edition)

EDUCATION SERVICE

SERVICES PROVIDED

- Provide support to teachers that enables them to inspire and teach children about the special qualities of Exmoor National Park.
- Facilitate and coordinate day visits for formal and informal education groups.
- Ensure information is available in a variety of formats and media that support study of Exmoor National Park and its special qualities.
- Provide a residential Outdoor Education Centre at Pinkery that delivers experiential education in an inspiring and sustainable way.
- Work with partners to provide a wide range of engaging volunteering opportunities throughout the National Park.
- Work with a wide range of partners to support delivery of a range of strategic plans and Government initiatives;
- Enable, encourage and facilitate partnership working with stakeholders and community groups.
- Provide, with partners such as GEEF, an outreach service within the Greater Exmoor area and beyond, that encourages enjoyment and understanding of Exmoor's special qualities by non traditional user groups.

SERVICE STANDARDS

- All requests from the public to be responded to within 10 working days.
- Group visits to open countryside to comply with conditions in booking form.
- All activities to operate within the conditions of the license from the Adventurous Activities Licensing Authority
- To operate within the principles set out in the Government's 'Manifesto for Outdoor learning'.

TARGETS & IMPROVEMENTS

- Every Exmoor school to be engaged with at least one event or activity provided by ENPA ranger or education team every year.
- All young people in the greater Exmoor area to have the opportunity to derive a better understanding of the NP at least once during their school years.
- A minimum of 500 young people per year from Exmoor and near by urban areas to take part in 'expanding horizon experiences'.
- Opportunities to experience and enjoy Exmoor will be provided to 10 new groups per year.
- To engage with 2500 people through activities and programmes at Pinkery.
- To develop the Exmoor conservation partnership enabling 300 days of volunteer activity.

EDUCATION SERVICE - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
F2.1. Number of Schools within National Park Boundary engaged with ENPA organised events	9	26	43			
Number of children involved	270	3491*	868			
F2.2. Number of schools engaged with from the greater Exmoor area	10	See above	65			
Number of children involved	300		3274			
F2.3. Number of participants engaged with all partnership projects	500	1119	22			
Number of new groups per year	10	10	3			
F3.1. New outreach groups engaged	10	10	44			
Number of participants	300		681			
F5.3. Number of Volunteers	120	102	12			
Number of Volunteer days	600	312	653			
G5.3 Number of 18yrs+ engaged in training	60	57	40			
Under 18yrs engaged in training	200	197	41			
F5.1 Number of Individuals using Pinkery Centre	2500	2336	1871			

* NB: Exmoor Touring Play in 2008

INFORMATION AND INTERPRETATION

SERVICES PROVIDED

Provide a range of information and interpretation to the public about the National Park and how to enjoy its special qualities by:

- Maintaining a network of National Park Centres which provide a range of information and interpretation about the National Park and how to enjoy its special qualities.
- Supporting and liaising with a network of Local Information Centres and Local Information Points within the National Park that supplement the work of the National Park Centres.
- Coordinating an annual programme of events and activities that provide a range of opportunities for people to experience the special qualities of the National Park, including guided walks, talks and other events, in collaboration with the Ranger Service, Education Services and other partners.
- Providing a presence at shows and events in partnership where appropriate (eg North Devon, Exford, Dunster, Devon County, Bath and West).
- Providing information and interpretation about the National Park that is responsive to user requests and reflects user needs, including through the Web Site, publications, events and other media.
- Providing advice and guidance within the Authority on interpretation and design.
- Providing an internal design service for the Authority including liaison with external contractors.
- Providing an external relations service including liaison with local and national media and other key partners.
- Producing key publications: Exmoor Visitor and Park Life
- Coordinating and developing the National Park Authority's web site in partnership with the ICT Systems Developer and all sections of the Authority.
- Work with external partners and projects as required.

SERVICE STANDARDS.

- National Park Centres, Local Information Centres and Local Information Points will achieve at least the minimum standards as agreed nationally.
- National Park Centres will operate to the highest professional standards.
- National Park Centre staff will have sufficient training and knowledge to fulfil their frontline role
- At least 95% of visitors will express satisfaction with their visit to Exmoor as measured in regular surveys.
- Web site maintained to at least WAI (Web Accessibility Initiative) "AA" standard.
- Maintain number of visits to the Web Site to a minimum of 2008 levels.
- Information and interpretation will be provided with consideration for all users.
- An Events programme will be delivered that is varied, accessible and engaging.
- All internal design work will be requisitioned using the appropriate processes and produced within the framework of the Authority's design guidance.
- All projects will follow the Authority's project management process.
- Any projects will be undertaken with due consideration to the Authority's Equality and sustainability policies.
- The work of Exmoor National Park Authority will be promoted by maintaining good media contacts (television, radio and print) and producing positive news releases

- Follow up queries from media contacts and others will be replied to promptly
- The partnership with commercial publisher in publication of Exmoor Visitor and Park Life will be maintained to enable these publications to continue to be produced as economically as possible

TARGETS AND IMPROVEMENTS

- Reach over 180,000 visitors each year through the 3 National Park Centres at Lynmouth, Dunster and Dulverton,
- Conduct an on-line survey of users to assess their needs and requirements.
- Review and adopt recommendations from the Fieldfare Trust Report “Exmoor for All” and implement appropriate changes to our events, information and interpretation provision that will improve levels of accessibility for people with disabilities.
- Update and implement design guidance.
- Review retail policy for the sale of goods within National Park Centres

INFORMATION AND INTERPRETATION - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of Visitors to National Park Centres	180,000	212,000	183,330			
Number of people engaged in events programme	1,000	1,964				
Number of more accessible events and opportunities within ENPA events programme	10					
Level of visitor satisfaction	95%					
Number of media articles:						
Number of news releases	60	68				
Number of print articles		380				
Number of TV appearances		6				
Number of radio appearances		6				
Awareness of Exmoor in National Polls.	12%	13%				

ACCESS AND RECREATION SERVICE

SERVICES PROVIDED

- Lead on enabling sustainable active outdoor recreation for all within ENP
- Work to ensure that recreational activities are not damaging to the National Park's special landscapes and vulnerable habitats
- Ensure that the National Park's Access Land remains accessible and monitor and provide up-to-date information on Access Land restrictions and closures. Process and review restrictions.
- Lead on improvements to access and recreation opportunities by monitoring and leading on the delivery of the Rights of Way Improvement Plan (RoWIP) along with other mechanisms
- Advise visitors, communities, partners, Authority members and other organisations on Exmoor National Park access and recreation matters
- Carry out or enable Public Rights of Way legal work in order to deliver Exmoor National Park Authority purposes
- Liaise with organisers of Recreational Events within the National Park to encourage safe, sustainable and well managed events
- Support and act as a first point of contact for the Exmoor Local Access Forum

SERVICE STANDARDS

- 95% of rights of way will be open and easy to use by March 2011
- 95% of 'recognised' permissive paths will be open and easy to use by March 2011 and promoted on the Authority's and/or DEFRA website.
- 95% of the annual RoWIP actions will be achieved
- Consultations relating to recreational events will be responded to within 40 working days following liaison with the Ranger Team, Parish Councils and user groups
- All Higher Level Stewardship application access consultations will be responded to with suggestions based upon the RoWIP
- All internal planning application and CALM access consultations will be responded to within 20 working days
- Attend all Exmoor Local Access Forum meetings and respond to questions and reasonable information requests promptly

TARGETS & IMPROVEMENTS

- 95% of RoWIP actions will be achieved in 2010/11
- 95% of rights of way will be open and easy to use by March 2011
- 95% of 'recognised' permissive paths will be open and easy to use by March 2011 and promoted on the Authority's and/or DEFRA website.

ACCESS AND RECREATION SERVICE - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
% of PROW open and easy to use*	86%	88%	87%			
% of 'adopted' permissive paths open and easy to use	86%	Unknown				
% of ROWIP annual actions achieved within the financial year	100%	No action plan in 07/08	No action plan in 08/09			
Number of consultations relating to recreational events Responses within 20 working days	100%	Data not collected for 07/08	Data not collected for 08/09			
Number of agri-environment scheme application access consultations responded to Responses within 20 working days	100%	6	161			
Number of planning application access consultations Responses within 20 working days	100%	No data	125			

RANGER SERVICE

SERVICES PROVIDED

- Inspect and lead on maintenance and improvement to the Rights of Way network including minor maintenance and major works
- Carry out inspections and community liaison relating to Access Land
- Lead on projects to improve the Rights of Way network
- Deliver educational activities directed by the Education Service Manager
- Deliver events and guided walks directed by the Interpretation Service Manager
- Liaise with visitors, residents and landowners regarding National Park Authority purposes as required and to provide a visible presence within the National Park.
- Monitor recreational activity with regard to user conflict and damage to the National Park's special features and carry out work to mitigate and manage this.
- Intellectual and operational input to Authority services and projects as required, particularly with regard to general field / community knowledge and logistics
- Support volunteers carrying out practical work on Rights of Way, Authority owned land, and other Authority land in close liaison with the Education Support Officer (Volunteers)
- Support outreach and inclusion projects in close liaison with the Education Support Officer (Outreach)
- Clear or arrange for the clearance of litter and fly-tipping on Public Rights of Way, the metalled highway and Authority owned land.
- Support the conservation and enhancement of Exmoor's special qualities by providing a monitoring and reporting service for the Authority and by working in Project Teams to achieve conservation and enhancement objectives.
- Provide field based services for the Authority by agreement, currently including:
 1. Safety inspections on Authority owned land directed by the Conservation & Land Management section
 2. Management of Authority owned Exmoor Ponies directed by Conservation & Land Management section
 3. Annual burning on Authority owned land that is in-hand directed by Conservation & Land Management section
 4. Exmoor fire partnership facilitation
 5. Liaison with shoots
 6. Deer counts on Authority land

SERVICE STANDARDS

- Inspect all Public Rights of Way (including permissive paths) and bridges (below 7 metres) on a 2 year rolling programme
- Inspect the South West Coast Path (Exmoor) twice per year adhering to the agreed national standards & funding agreement
- Ensure at least 95% of Rights of Way entry points to Access Land will be 'way-marked' on the ground at the point where Rights of Way enter and where there is an existing boundary feature such as a fence or wall.
- Resolve 80% of Public Rights of Way network faults within three months
- Inspect priority E issues within 48 hours, priority A within 5 working days and priority B within 20 working days.
- A minimum of 95% of rights of way will be open and easy to use by March 2011
- A minimum of 95% of annual Rights of Way Improvement Plan actions will be achieved
- A minimum of 12 major recreational events will be monitored each year
- 42 ranger days per year will be dedicated to educational activities for schools and other groups
- 100 ranger days per year will be dedicated to guided walks and events
- 36 ranger days per year will be dedicated to outreach work, leading volunteer work parties and supporting individual path volunteers
- A client-customer approach will be used for all services provided for internal teams with a strong customer focus based upon Service Level Agreements

- The major works process or Project Management Framework will be adhered to for all relevant projects
- All correspondence (including e-mails) relating to rights of way and access land will be filed and clear notes will also be made and kept for meetings and conversations (both telephone and face-to-face)
- A good basic knowledge of Authority projects and key issues will be maintained

TARGETS & IMPROVEMENTS

- A minimum of 95% of rights of way will be open and easy to use by March 2011
- 95% of annual Rights of Way Improvement Plan (RoWIP) actions will be achieved
- 'Recognised' permitted paths will be included in the two year inspection programme
- A client-customer approach will be used for all services provided for internal teams with a strong customer focus based upon Service Level Agreements
- The major works process will be adhered to for all relevant projects
- All correspondence (including e-mails) relating to rights of way and access land will be filed and clear notes will also be made and kept for meetings and conversations (both telephone and face-to-face)
- All Rights of way and Access Land work will be delivered using no more than 50% of Ranger Team time.

RANGER SERVICE - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
% of Rights of Way (RoW) network inspected	50%	20% (est.)	50%			
Number of bridge inspections	196	196	196			
% of identified Access Land ROW entrances way-marked on the ground	95%					
Number of reported network faults			2180			
% of reported network faults resolved within 3 months	80%		76%			
% of RoW open and easy to use using SCC Data using length methodology	95% by March 2011	88%	87%			
% of RoWIP actions achieved within the financial year	100%	No action plan in 07/08	No action plan in 08/09			
Number of major recreational events monitored		Unknown	20			
Number of Ranger days dedicated to educational activities for schools and other groups	36		40			
Number of Ranger days dedicated to guided walks and events	75		63			
Number of Ranger days dedicated to outreach work, leading volunteer work parties and supporting individual path volunteers	21		45			
% of Ranger time dedicated to Rights of Way work			75%			

FIELD SERVICES

SERVICES PROVIDED

- Maintenance and improvement of the Rights of Way network
- Production and installation of Rights of Way furniture
- Production and installation of waymarking
- Maintenance of car parks and picnic sites
- Estate maintenance including fencing, stone walling etc
- Woodland operations including tree felling, and planting
- Extraction of timber from woodlands for milling.
- Carry out milling of timber to meet workshop needs, manufacturing stakes, clefting material etc.
- Provide information, craft demonstrations and advice to the public on site and at shows, to residents and visitors.

SERVICE STANDARDS

- Tickets for PROW work are actioned within agreed timescales from date of receipt according to classification
 - AE ticket - within 1 working day
 - A ticket - within 10 working days
 - B ticket - within 40 working days
 - C ticket - low priority – as and when resources allow.
- Ranger Team notified where an AE ticket cannot be carried out within one working day.
- Annual woodland programme delivered and completed in consultation with Woodland Officer
- Car parks and picnic sites maintained to satisfaction of Projects and Facilities Officer
- Compliance with requirements of H&S and safe working practices together with staff having appropriate skills, training and equipment to carry out the practical works
- Monthly reports to Ranger Team giving details of paring and drainage works carried out on Rights of Way.

TARGETS AND IMPROVEMENTS

- Increase the number of “productive” days
- Reduce sickness absence to 5% target
- Reduce number of miles travelled

FIELD SERVICES - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Kilometres of paring		250	250			
M ² of Path regrading		3900	10080			
Number of drains maintained		625	687			
Number of windblown trees cleared		103	144			
Number of hazardous trees		103	66			
M ³ of timber extracted		160	130			
Number of signs		767	1469			
Number of sign posts		383	551			
Number of field gates		185	107			
Number of new bridge sections		5	28			
M ³ of timber milled		40	42			
Rights of Way tickets:						
Number of AE tickets received						
% AE tickets actioned within 1 working day	100%					
Number of A tickets received						
% A tickets actioned within 10 working days	100%					
Number of B tickets received						
% B tickets actioned within 40 working days	100%					
Number of C tickets received						
% C tickets actioned	N/A					
Monthly report on staff utilization showing "productive" and "non productive" days						
Miles travelled by team vehicles	35000	35267	38959			
Monthly report on ticket performance – comparison against service standards and number of tickets outstanding.						
Level of service - monitored by annual survey	95%					

FACILITIES MANAGEMENT

SERVICE PROVIDED

- Ensure that all authority premises (with the exclusion of National Park Centres, Pinkery Outdoor Centre, Exford Depot and Simonsbath Sawmill) are clean, safe with the required materials and equipment and adequately maintained.
- Manage cyclical maintenance to ensure compliance with Health and Safety regulations and other legislative requirements (examples Fire Risk Assessments, Legionellosis Risk Assessments, Asbestos surveying).
- Oversee all upgrading and refurbishment works to facilities both in a major (in excess of £10,000) and minor capacity. Project management using the Authority project management methodology for all buildings works and liaison with consultants, contractors and other stakeholders.
- Responsible for the management of contractors working across the authority by ensuring that insurance, public liability, Health & Safety, sustainability and equal opportunities (list not exclusive) are in place and adhered to.
- Day to day management of Exmoor House and Town Offices.
- Frequent checking of emergency lighting, fire alarm system and buildings evacuation processes.
- Management of Exmoor House cleaning contractors.
- Ensure that regular Risk Management checks are carried out and defects rectified.
- Prepare and manage annual programme of works to National Park Centres in consultation with the Head of Interpretation and Education.

SERVICE STANDARDS

- Reactive maintenance works carried out to the required standard within the appropriate timeframe for the category of issue/fault.
- All projects managed within timeframe and budget allocated.
- Sustainability and energy efficiency focussed with a view to reducing energy consumption
- Ensure that all offices/meeting rooms are opened in preparation for meetings/events and that facilities and provisions are available as requested.
- All defects following risk management checking are reported and dealt with.
- Liaise with staff to inform of works to facilities and carrying out further actions where appropriate.

TARGETS & IMPROVEMENTS

- Respond to all reactive maintenance reports in a time frame connected to the urgency of the fault/item.
- Ensure all works carried out to premises have sustainability issues and energy reduction principles in mind. (eg Reduction in utilities usage by procurement of more efficient night storage heaters/ use of energy efficient lighting when carrying out office refurbishment works)
- Ensure all project working is preceded by full asbestos surveying of premises with reference to the asbestos risk register.
- Adopt project management methodology for larger scale project management.
- Monitor all faults/ maintenance items logged within facilities
- Produce a combined facilities budget identifying spend on reactive, cyclical and planned maintenance.
- Produce a 10 year plan for planned maintenance items including external and internal redecoration and replacement of major plant items.
- Complete a feasibility study for a new committee room to provide improved meeting facilities and free up existing space in Exmoor House.

FACILITIES MANAGEMENT - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Monthly safety inspections performed and all faults logged with remedial action carried out	100%	Not recorded	Not recorded			
Amount of electricity generated by PV roof at Tarr Steps car park and toilets	To be determined	Not currently recorded	Not currently recorded			
Compliance with all legislative requirements for Health & Safety, building regulations.	100%					
project management methodology applied for larger scale project management	100%					
Faults / maintenance items logged within facilities monitored	100%					
Exmoor House facilities cleaning performed within the schedule of cleaning provided to contractor	100%					
Reactive maintenance works carried out to the required standard within the appropriate timeframe for the category of issue/fault	100%					
Projects managed within timeframe and budget allocated.	100%					

SUSTAINABLE ECONOMY AND COMMUNITIES (DEVELOPMENT AND ADVICE)

SERVICE PROVIDED

- On behalf of the community of Exmoor National Park, contribute to local, sub-regional and regional partnership arrangements e.g.
 - Attend and contribute to meetings
 - Provide input from the perspective of Exmoor National Park Authority (ENPA) and local stakeholders
 - Provide feedback from partnerships to ENPA and local partners
- Partnership arrangements ENPA is currently engaged with include:
 - Level 1 (attendance required)
 - Defra/ENPAA Climate Change Working Group
 - ENPAA Climate Change Working Group
 - West Somerset and Exmoor Carbon Reduction Implementation Board
 - Exmoor Tourism Partnership
 - Exmoor Multi/Mini Area Agreement
 - ANPA Sustainable Tourism Officers group
 - ANPA Sustainable Development Officers group
 - Level 2 (attendance desirable)
 - Local Area Agreements for the Somerset Strategic Partnership
 - The Local Action Groups for the Western Somerset, and Torridge and North West Somerset Economic Taskforce
 - Destination Management Organisation sustainable tourism groups (Devon and Somerset)
 - Somerset Fuel Poverty Partnership Biomass Sub Group
 - Material Resources Working Group
 - Level 3 (watching brief – occasional attendance desirable)
 - Sustainability Shaper Steering Group (Regional Sustainable Development Framework for the South West)
 - Local Area Agreement for Devon Strategic Partnership Forum 21
 - South West Tourism
- Facilitate partnership development and partnership working through a range of sustainability themes e.g. climate change, sustainable tourism, sustainable economic development, local food and drink etc.
- Contribute to a strategic approach to addressing sustainability issues e.g.
 - Developing and/or commissioning Exmoor-based strategies
 - Contributing to national, regional and sub-regional strategies relating to locally relevant sustainability themes
- Manage knowledge relating to sustainability both within Exmoor National Park and externally through:
 - Knowledge acquisition (e.g. attending training, workshops, seminars and conferences, keeping abreast of new technology and ideas relevant to sustainability, external funding opportunities, strategic developments etc)
 - Knowledge sharing (e.g. facilitating the development of locally available training, information and awareness-raising/behavioural change services, organising workshops, seminars and conferences)
- Facilitate the development of skills relating to the 'environmental economy' particularly through working with local educational establishments and skills providers to develop local initiatives.

- Facilitate the development of bids for funding which contribute to sustainability in Exmoor National Park through:
 - Partnership working
 - Keeping abreast of external funding opportunities
 - Influencing key local, regional and national stakeholders that provide funding
- Facilitate community, business and visitor engagement in activity that contributes to sustainable development within the National Park, particularly through the management of the Exmoor Sustainable Development Fund, the CareMoor Environmental Support Fund and through partnership working.
- Provide regular briefings to National Park Authority Members on activity and progress relating to sustainable development within Exmoor National Park.
- Provide support to Corporate Services for the development and maintenance of a 'sustainability operating system' for Exmoor National Park Authority (ENPA). Support includes:
 - Assisting the development and implementation of the Carbon Neutral Action Plan for ENPA
 - Providing technical advice
 - Assisting in the development and running of internal workshops to encourage more sustainable behaviours and to elicit staff support and involvement in corporate sustainability issues
 - Undertaking an annual audit of the 'sustainability operating system' to ensure that it is functioning appropriately
 - Assisting in the drafting of internal reports relating to corporate sustainability
 - Assisting in the recruitment and operation of an internal 'green team'
- Provide resources for ENPA staff and members (or 'signpost' them) to enable them to understand sustainability issues and take appropriate action e.g. through the provision of sustainability checklists.
- Provide bespoke and strategic advice to ENPA staff and members regarding sustainability issues.
- Provide a response to Planning and Community Services in relation to consultation requests received regarding planning applications.
- Provide local planning policy support in relation to the development of the Local Development Framework e.g. in relation to the Renewable Energy Assessment and Employment Land Review.
- Provide a quarterly email newsletter to staff updating them on activity and developments relating to sustainability within Exmoor National Park.

SERVICE STANDARDS

- Attend partnership meetings to the following standards:
 - Attend at least 75% of level 1 partnership meetings.
 - Attend at least 50% of level 2 partnership meetings
 - Attend at least 25% of level 3 partnership meetings
- Provide quarterly updates to ENPA staff and members of activity relating to partnership working.
- Provide quarterly to ENPA staff and members of activity and progress relating to sustainable development within Exmoor National Park.
- Provide input into all locally-relevant strategies under development that relate to sustainability.
- All requests for advice from internal staff and members relating to sustainability will be responded to within 10 working days.

- All requests for input from the Sustainability and Economy Unit relating to planning applications will be responded to within 10 working days.
- A high standard of advice will be provided by suitably qualified and trained staff within the Sustainability and Economy Unit.
- All reports requested from the Unit will be delivered according to agreed deadlines and to a high standard (i.e. of grammar, spelling, clarity, structure).

TARGETS AND IMPROVEMENTS

- Attend at least 75% of level 1 partnership meetings.
- Attend at least 50% of level 2 partnership meetings
- Attend at least 25% of level 3 partnership meetings
- At least £200,000 secured annually for projects contributing towards sustainability within the National Park
- Provide input into 100% of locally-relevant strategies under development that relate to sustainability.
- Organise (or facilitate the organisation of) at least 15 knowledge-sharing events per annum

SUSTAINABLE ECONOMY - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Percentage of level 1 partnership meetings attended	75%					
Percentage of level 2 partnership meetings attended	50%					
Percentage of level 3 partnership meetings attended	25%					
Value of successful funding bids (where Sustainability and Economy Unit has contributed towards the development of those bids)						
Number of key regional and sub-regional strategies per annum where Sustainability and Economy Unit has provided input.						
Number of knowledge-sharing events organised per annum						

EXMOOR SUSTAINABLE DEVELOPMENT FUND

SERVICE PROVIDED

- Initial and ongoing advice and support to applicants including:
 - the provision of generic advice on Exmoor National Park Authority's (ENPA) website and in leaflet format;
 - providing bespoke verbal and written advice;
 - liaison internally and externally with partners in relation to applications received;
 - the issue of invitations to Exmoor Sustainable Development Fund Grant Advisory Panel (hereafter called 'the Panel') meetings; and
 - the issue of notifications of the outcomes of applications to the Exmoor Sustainable Development Fund (SDF).
- Assess applications received and provide recommendations for the Sustainable Development Fund Panel.
- Promote the Exmoor SDF through:
 - the preparation and issue of press releases;
 - the maintenance of up-to-date web pages relevant to the Exmoor SDF;
 - the provision of articles regarding the Fund in ENPA publications e.g. Exmoor Visitor, ENPA leaflets;
 - the provision of outreach activities such as presentations to local parish council meetings, attendance at shows and other local events; and
 - internal dissemination of information.
- Facilitate good management practices in relation to 'live' Exmoor SDF funded projects through:
 - attending periodic meetings with Exmoor SDF applicants and project boards;
 - where appropriate encouraging the set-up of management boards to oversee projects;
 - supporting projects through providing direction and advice, and by signposting them to relevant information and support services;
 - managing project changes;
 - ongoing monitoring of projects and monitoring of the final outcomes and outputs of projects; and
 - feeding back learning from successes and failures to current and future applicants, to the Panel, and to staff within ENPA.
- Provide support in relation to the Panel including:
 - The development and maintenance of terms of reference for the Panel;
 - Recruitment of members to the Panel
 - Arranging Panel meetings
 - Providing an agenda for Panel meetings
 - Providing updates to the Panel in relation to 'live' and recently completed projects
 - Organising study tours for Panel members
 - Providing induction and ongoing training
- Payment of grants to applicants funded through the Exmoor SDF.
- Provide annual reports to Defra, other funders and to Exmoor National Park Authority Members regarding the Exmoor SDF.
- Periodic claims for funding where funders other than Defra contribute to the fund.

SERVICE STANDARDS

- Respond to all project idea forms within 10 working days.
- Acknowledge all applications to the Exmoor SDF received within 10 working days.
- Review Exmoor SDF web-pages monthly to ensure that they are up-to-date.
- All 'live' projects funded through the Exmoor SDF will have a subsequent review meeting scheduled.
- Process interim and final claims for projects within 10 working days. Should this not be possible (e.g. need for further evidence) applicants will be informed within 10 days.
- Undertake a 'post project review' for all projects awarded funding through the Exmoor SDF in order to:
 - review the outputs and outcomes of the project against those originally agreed (or against subsequent agreed changes);
 - highlight any lessons learned arising from successes or problems experienced during the running of the project; and
 - record any follow-on actions required.
- The following standards will be observed in relation to Panel meetings:
 - Agendas and papers for Panel meetings will be circulated at least 10 days before each meeting
 - At least 7 days notice will be given should a Panel meeting need to be cancelled for any reason
 - A calendar of meetings will be agreed in April of each year for the following year's meetings
 - At least two Panel meetings will be held per annum
 - All panel members will be provided with induction training within 2 months of appointment
- Information on successful awards made through the Exmoor SDF will be reported through the Authority's website within one month of the award being made.
- The terms of reference for the Panel will be reviewed annually before the final meeting of the year.

TARGETS AND IMPROVEMENTS

- 100% of all project idea forms received will be responded to within 10 working days
- 100% of applications to the Exmoor SDF received will be acknowledged within 10 working days
- 12 monthly reviews of Exmoor SDF web-pages will be undertaken
- 100% of all completed projects will be the subject of a 'post project reviews'
- 100% of agendas and papers for Panel meetings will be circulated at least 7 days in advance
- At least two Panel meetings will be held per annum
- 100% of successful awards reported on the Authority's website within one month

SUSTAINABLE DEVELOPMENT FUND - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of requests for information (verbal or written) and project ideas received						
% requests responded to within 10 working days	100%					
Number of applications to the Exmoor SDF received						
% applications acknowledged within 10 working days	100%					
Number of monthly reviews of Exmoor SDF web-pages undertaken						
% of completed projects for which a 'post project review' has been undertaken	100%					
% agendas and papers for Panel meetings circulated on time.	100%					
Number of panel meetings held	2					
% of successful awards reported on the Authority's website within one month	100%					

PLANNING POLICY & COMMUNITY

SERVICE PROVIDED - PLANNING POLICY

- Develop planning policies that protect and enhance the beauty of the Exmoor National Park and support a thriving economy and sustainable communities, ensuring there is enough affordable housing to meet the needs of local communities and provide access to services and facilities. Planning policies are currently documented in the Local Plan which will eventually be replaced by the Local Development Framework (LDF), a suite of National Park Authority planning documents that will guide planning decisions.
- Produce of Supplementary Planning Documents (SPDs) that provide advice on the application and interpretation of planning policy.
- Sustainability appraisals of all planning policy.
- Undertake and commission relevant research to inform the LDF to ensure planning policies are based on sound, up to date evidence.
- Undertake consultations to ensure the views of Town and Parish Councils, the local community, businesses and visitors to the National Park are represented in the planning process.
- Advise the Exmoor National Park Authority and the general public on national, regional and local planning policy.
- Advise the Exmoor National Park Authority Planning Committee on key planning policy issues and relevant emerging government policy.
- Respond to consultations on emerging government policy and local authority planning policy on behalf of Exmoor National Park Authority.
- Advise and work in partnership with the LDF Advisory Committee to guide the LDF process.
- Produce and monitor the Local Development Scheme (LDS) and the work programme for the production of the forthcoming LDF.
- Produce an Annual House Price Survey to monitor and evaluate the changes in house prices in Exmoor National Park.
- Produce an Annual Monitoring Report which assesses the effectiveness of planning policies using a range of indicators.

SERVICE PROVIDED - COMMUNITY

- Represent the Exmoor National Park Authority on working groups in Town and Parish Councils and in the preparation and implementation of sustainable community strategies and parish plans.
- Work in partnership to implement conservation enhancement schemes and community development projects as identified by the LDF and other local strategies and plans.
- Manage the Exmoor, West Somerset and North Devon Rural Housing Project, which works to deliver affordable housing for local people.
- Maintain the planning and community web pages on the Exmoor National Park Authority website to ensure the information is relevant and up to date.

SERVICE STANDARD

- Meet target deadlines in the LDS.
- Work in partnership to provide 20 affordable homes per annum.
- Work within the National Park Authority objectives (as per the National Park Management Plan and Business Plan).

TARGETS AND IMPROVEMENTS

- Meet deadlines in the LDS.
- Production of an updated LDS by March 2010.
- Complete a public consultation exercise on the LDF by March 2010.
- Meet targets in the Exmoor National Park Management Plan.
- Increase the information regarding local needs affordable housing available on the website by adding guidance and updates on progress in delivering affordable housing.
- Produce the Annual Monitoring Report and Annual House Price Survey.
- Delivery of 20 affordable homes within Exmoor National Park annually.

PLANNING POLICY - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Annual monitoring report produced	Yes	Yes	Yes			
Annual house price survey produced	Yes	Yes	Yes			
Milestones in the LDS achieved	Yes	No	New LDS in preparation			
Number of new affordable homes completed within Exmoor National Park	20 pa	11	2			

HUMAN RESOURCES (HR)

SERVICE PROVIDED

Recruitment and Selection

- Advise Line Managers on resourcing options and HR planning
- Support Line Managers in the production of job descriptions and the evaluation process
- Prepare and place job advertisements, providing advice on the most appropriate medium, costs, layout etc
- Prepare application packs and distribute, collate and monitor applications submitted
- Assist Line Managers through the shortlisting process
- Arrange interviews and assessment processes
- Prepare and issue job offers and contracts
- Liaise with occupational health regarding candidates fitness for post and any required work place adjustments
- Advise and assist Line Managers in planning and delivering employee inductions
- Monitor probationary periods

Learning and Development (L&D)

- Develop an annual corporate L&D plan
- Provide advice regarding L&D interventions
- Arrange L&D events (internal and external)
- Monitor and evaluate corporate L&D
- Deliver development workshops for new line managers on ENPA policy
- Manage the Investor in People process and develop and monitor action plans relating to development areas

Health and Safety

- Organise and produce minutes for Health & Safety Committee

Policy Development and Implementation

- Review, draft and implement policies relating to employment with the Authority taking into account legislation and best practice

Employee Relations

- Liaise with Trade Union/employee representatives and negotiation with Trade Union representatives at a local level
- Provide advisory service to staff and Line Managers on all personnel issues
- Conduct staff surveys to monitor engagement and staff opinion. Develops improvement plans based on outcomes.

Payroll Services

- Submit monthly payroll changes

Employee Record Maintenance and monitoring

- Create and maintain employee personal files to store contracts, L&D records, performance records and correspondence.
- Monitor and report on absence, accident, diversity turnover, recruitment costs and training

Equality and Diversity

- Champion equality and diversity across the Authority, ensuring consideration of equality of opportunity across all services.
- Collate and report on evidence for achievement of the Equality Standard for Local Government

SERVICE STANDARDS

- Obtain references for all new employees
- Conduct asylum and immigration checks on all shortlisted candidates
- Advertise all vacancies on the Authority's website and internally
- Issue written job offers within two working days of a verbal offer being made
- Notify all unsuccessful, interviewed candidates within two working days of a decision being made
- Occupational Health Team to screen all new employees for fitness for duty
- All new members of staff will receive a Statement of Particulars within 40 working days of their start date
- All interview, meeting and training events will comply with equalities requirements, making reasonable adjustments where required including the provision of information in alternative formats as required.
- Evaluate all organised L&D activities as to their effectiveness in meeting stated objectives
- Update policies to take account of legislative changes within 1 month of the legislation implementation date.
- Consult Unison and staff on all proposed policy changes not relating to legislative requirements
- Complete monthly payroll submissions by the deadlines communicated by payroll
- Provide a quarterly report detailing absence, accident, turnover and L&D data to Leadership Team
- Conduct a staff survey every two years to identify areas for improvement
- Survey service users every two years to assess the extent to which this service standard is being met.

TARGETS AND IMPROVEMENTS

- An in-house induction programme will be introduced to include introductions to the work of each section and networking with Dartmoor National Park Authority
- L&D evaluation will be further developed to include follow-up evaluation to assess the extent to which L&D is improving individual and Authority performance
- 100% completion of annual performance and development reviews
- Reduce annual sickness absence to 5% target through prompt action and line management support
- Audited processes score 'acceptable' or 'comprehensive'

HUMAN RESOURCES (HR) - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of contracts issued within 8 weeks of start date	100%	100%	100%			
Days of Sickness Absence per FTE per annum	5	7.29	5.6			
Accidents Reported	<12	9	10			
% staff voluntarily leaving Authority employment	<10%	7.25%	11%			
Equality Standard	Level 2	Level 1	Level 1			
% service users who state 'I am satisfied with the Personnel Service provided'	>70%					

MEMBER SERVICES

SERVICE PROVIDED

- Arrange all statutory meetings of the Authority, ensuring that the necessary notices are displayed and that papers are in the public domain within statutory requirements.
- Manage the agenda and production of reports and attends meetings to take minutes or notes and wherever possible ensure that these are available in draft form within 12 working days of the meeting in respect of:-
 - National Park Authority
 - Planning Committee
 - Resources and Performance Committee
 - Standards Committee
 - Exmoor Consultative & Parish Forum
 - Dunster Working Group
 - National Park Implementation Board
 - Sustainable Development Fund Panel
 - Local Development Framework Working Group
- Act as Clerk to the biannual meetings of the Exmoor Local Access Forum
- Provide advice and support on Member Code of Conduct issues
- Provide a support service for all members of the Authority, including the Standards Committee members by providing information and advice, holding the register of members' interests, and making arrangements for their attendance at conferences and workshops.
- Operate the Scheme of Members' Allowances

SERVICE STANDARDS

- All agendas (if not confidential) will be in the public domain, at least 5 clear working days before the day the meeting is held. They will also be published on the Authority's web-site. All agenda items need to be notified and accompanying reports passed to the Member Services Officer 3 clear days before the date for despatch of agendas
- Wherever possible draft minutes / notes of meetings will be available in draft form within 10 days of the meeting
- All newly appointed members of the Authority will be offered a preliminary briefing within a month of appointment to the Authority. A place will also be offered to all new members on an ANPA organised induction for new members.
- All meeting facilities will comply with equalities requirements, including the provision of information in other formats.
- All valid claims for Members Allowances received by the 5th of the month will be passed for payment at the end of the month
- A regular survey of members will be carried out to identify the extent to which this service meets their expectations.

TARGETS & IMPROVEMENTS

- All agendas will be published at least 5 clear working days before the meeting.
- Reduce the number of copies of reports and agendas sent out by 10% pa, encouraging others to access these documents from the Authority's web-site.
- Reduce the number of reports shown as "to follow" by 10%
- Carry out a quadrennial review of the Scheme of Members' Allowances
- 100% return of annual declarations of Members' Interests.

MEMBER SERVICES - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of meetings that met all statutory targets		26	27			
% meeting statutory targets	100%	100%	100%			
Number of meetings serviced		36	39			
Number of reports			165			
Number of reports marked "to follow"	10	12	5			
Level of satisfaction monitored by triennial survey	95%					

FINANCIAL MANAGEMENT

SERVICE PROVIDED

- Produce Medium Term Financial Plan and Annual Budget
- Pay staff, members and suppliers of goods and services
- Budgetary Control System including monthly budget reporting
- Treasury Management Function
- Annual Accounts Preparation
- Internal Audit
- Financial advice and support to staff, members and for partnership and externally funded projects
- Insurance services
- VAT and tax compliance
- Submission of claims for government grants and external funding
- Section 151 Officer role

SERVICE STANDARDS.

- Pay all invoices within 30 days (monitored through quarterly reports)
- Produce monthly budgetary control reports within 10 working days of end of month
- Manage banking and investment activities on a day to day and monthly basis
- Produce Annual Accounts with unqualified Audit opinion within statutory deadlines

TARGETS & IMPROVEMENTS

- Payment of all un-disputed invoices within 30 days
- Budgetary control reports issued to budget holders from Month 3 to Month 12
- Unqualified audit opinion provided on Annual Accounts
- Annual review of insurance arrangements including monitoring of claims
- Introduce revised financial system as a result of the establishment of Southwest One within Somerset County Council- the system supplier

FINANCIAL MANAGEMENT - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
No. of invoices paid						
% paid within 30 days	100%	97%	98%			
Budgetary control reports from Month 3 to Month 12 produced within 10 working days of month end	100%	100%	100%			
Annual Accounts produced to statutory deadlines	Yes	Yes	Yes			
Unqualified audit opinion on Annual Accounts and Best Value Performance Plan	Yes	Yes	Yes			
Annual Report on Treasury Management performance	Yes	To be implemented from 2009/10 onwards				
Annual Report on Internal Audit	Yes	Yes	Yes			

LEGAL AND MONITORING SERVICES

SERVICES PROVIDED

- Advisory service on all legal matters affecting the Authority.
- Provision of conveyancing and property services (principally drafting).
- Draft various notices – Enforcement Notices, Certificates of Lawful Use or Development.
- Advise on Rights of Way, Access and Common Land issues.
- Ensure Authority complies with relevant legislation in carrying out its activities.
- Prepare agreements under s.106 of the Town and Country Planning Act 1990.
- Prepare constitutional documents – standing orders, codes of conduct and keeping them under review.
- Appear as an Advocate at planning inquiries, tribunals and courts including engaging and liaising with Counsel on matters in the High Court.
- Statutory responsibilities as the Monitoring Officer under S5 of the Local Government Act 1989 and for the model code of conduct under the Local Government Act 2000.
- Advise the Authority, its Committees, Subcommittees and other meetings on constitutional, legal and procedural matters.
- Participate in member training as appropriate.

SERVICE STANDARDS

- Service provided meets the needs of the Authority
- Provide Competent timely professional legal advice
- Authority complies with all legal requirements

TARGETS AND IMPROVEMENTS

- All users of the service to be given estimate of time required to carry out the work and a target date for completion
- Introduction of a monthly status report on current legal matters

LEGAL AND MONITORING SERVICES - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of cases completed						
Number of cases number outstanding						
Level of Satisfaction monitored by annual survey	90%					

ADMIN SUPPORT SERVICES

SERVICE PROVIDED

- Provide external customer support service on reception and switchboard
- Provide an administrative support service to all staff including typing, organising mail-shots, creation and upkeep of databases, minute taking, project administration support, photocopying and scanning documents, filing list/room maintenance, research.
- Arrange Exmoor House based meetings/hospitality including room bookings, placing catering orders, ordering refreshments.
- Make travel bookings including car hire, trains and flights on receipt of a requisition order.
- Maintain the Authority's Contacts Database, including coordination of permission to hold data requests in accordance with the Data Protection Act.
- Manage the postal service for Exmoor House including the opening, scanning and distribution of incoming post and franking of outgoing post.
- Provide basic maintenance service for photocopiers such as removing paper jams or toner refills. Contacts the service engineer for non-routine faults.

SERVICE STANDARDS

- All written material produced will comply with published corporate standards.
- Answer telephone calls within 7 rings with 'Good morning/afternoon, Exmoor National Park Authority'.
- Log external customer telephone queries and ensure that they are followed up within 24 hours.
- Inform internal service users of the anticipated completion time for their work request.
- Maintain Reception cover during published office hours
- All visitors to Exmoor House will be signed in and out
- Customers will be treated with dignity and respect, ensuring equality of access to services. This includes consideration of individual requirements when answering queries, producing documents or making meeting arrangements.
- Sustainably produced/fair trade resources will be used wherever possible and work will be produced to avoid unnecessary consumption/wastage of paper etc
- A survey of service users will be conducted every two years to inform improvement planning

TARGETS & IMPROVEMENTS

Simple work requests (e.g. letters or memos)	Received by 12 pm: Completed same day
	Received after 12 pm: Completed within 1 working day
Complex work requests (e.g. databases, mail shots, reports)	Completed within 5 working days
In-coming Mail	Scanned and delivered to Sections within 2 hours of arrival
Out-going Mail	Received by 3.30 pm: Sent out same day
	Received after 3.30pm: Sent out next working day
External Customer queries	100% of telephone queries will be followed up and 'closed'

ADMIN SUPPORT SERVICES - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of work requests received						
% completed within target times	95%		100%			
% telephone queries followed up and 'closed'	100%		98%			
On time mail delivery (internal)	95%		95%			
Service users 'satisfied' or 'very satisfied' with the service received	80%					

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)

SERVICE PROVIDED

- ICT Strategy maintained for the Authority.
- Maintain the operation and development of computer networks and telephone systems, including the integration of hardware and software applications and anti-virus software (with interception of all incoming viruses).
- Undertake a planned programme to replace equipment to ensure the appropriate provision of up to date equipment that meets the Authority's needs, including the replacement of equipment that fails before its planned replacement date.
- Manage the back-up infrastructure and processes for business continuity and disaster recovery.
- Continue the enablement of electronic services in line with Government Policy including:-
 - The Web-site within the National Parks' Portal
 - The on-line planning register
 - On-line consultative arrangements
- Provide a help desk and support service for users including:-
 - Solving technical problems and personal computer problems
 - The provision of broadband access for out-posted staff and home working
 - Carrying out work-station assessments
 - The on-line shop and e-payments
 - The development of systems prioritised by Leadership Team
 - A Geographic Information System (GIS) support service
 - The provision of in-house training for staff on ICT
- Enable electronic services in line with Government policy including: the web-site within National Parks' Portal, the on-line planning register and online consultative arrangements.
- Undertake Display Screen Assessments for all new staff and those staff who have an amended working environment.

SERVICE STANDARDS

- Help desk performance.
- Training provided for new staff and new systems.
- Support all authorised software used within the Authority.
- Replacement cycle of 4 years for computers, regular replacement regime for other ICT hardware assets.
- ICT Staff training to keep abreast of software/hardware developments and to assist in the smooth running of Authority systems and support helpdesk.
- Ensure that the Authority complies with the Data Protection Act (DPA).
- Maintain ICT element of Business Continuity Plan.
- Regular Green Audits
- Meet Benchmark "Bronze" information security level.

TARGETS & IMPROVEMENTS

- Reduce energy use within ICT equipment through server virtualisation & refresh, energy efficiency focused procurement and user training. Calculation of annual saving in carbon footprint and in £'s terms.
- Quarterly ICT review and presentation to Leadership Team. Identification of activities in all ICT areas:- Support, GIS and Systems Development.
- Provide encryption to all devices warranting it (e.g. Laptops, Mobile devices).
- Perform DSE assessments for new staff and changes of work environments within 2 months of start date/change.
- Develop and implement innovative options to deal with remote working issues throughout the Park including resolution of communications difficulties at Exford Depot and Pinkery Outdoor Education Centre.
- Co-ordinate efficient response to DPA Subject requests and Freedom of Information requests (where appropriate) ensuring time boundaries are met.
- Future study of mobile working to review areas where technology may provide solutions and improved ways of working alongside appropriate technology.
- To appraise and authorise new software requests for suitability for use on the Authority's systems.
- To ensure software licences are in date, available for every instance/type of software and are detailed in a central repository (Spiceworks).
- To meet requirements of forthcoming software audit and to implement any agreed improvements or amendments to systems or working practices.
- Provide software/hardware to assist any users with any form of impairments to carry out normal working routine.
- ICT Strategy.

INFORMATION AND COMMUNICATIONS TECHNOLOGY - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
% of network availability (Measured between the hours of 9am-5pm).	98%		98%			
% of ENPA website availability	98%		99.8%			
Number of virus attacks, malware, spyware and instances of hacking	0		3			
Total number of training days provided to IT staff	See training plan		1			
% of staff time spend on helpdesk issues			32%			
Average time taken to deal with help-desk queries	<4 hours		15 mins			
Total number of DPA requests responded to			0			
Carbon footprint of ICT infrastructure and projections for future reduction	To be determined					

PROPERTY MANAGEMENT - The Authority's Estate

SERVICE PROVIDED

- Manage the Authority's estate of 120 owned and rented properties covering 4800 ha.
- Maintain a comprehensive, accurate, up-to-date record of the Authority's land and buildings and of the occupation and use of these assets
- Serve (in order to protect the Authority's interests) notices in connection with lettings, rent reviews and termination of tenancies in consultation with the Authority's legal advisers.
- Negotiate leases, rents, wayleaves, licences and other consents and arrangements for the use of the Authority's land and buildings
- Negotiate, implement and monitor management agreements on behalf of the Authority
- Liaise with tenants, graziers, neighbours, contractors and others involved in or effected by the management of the Authority's properties
- Arrange and supervise repairs and maintenance projects where necessary
- Keep the Authority's assets and their management under review to ensure best value and identifying those properties that the Authority no longer needs to retain in order to achieve National Park purposes or to secure the effective delivery of the Authority's services.
- Prepare an Annual Review of the Authority's land and property assets for consideration by the Resources and Performance Committee.
- Prepare, implement, review and monitor the Authority's Public Safety Strategy
- Undertake regular safety audits, risk and hazard assessments of the Authority's land and buildings.
- Implement, monitor and review of the Authority's Tree Safety Strategy for Authority properties (approved 2008)
- Complete an annual risk assessment of trees on the National Park Authority's land.
- Resolve boundary and other landownership issues

SERVICE STANDARDS

- All rents due to the Authority received on or before the due date or within one month
- All management agreement payments made on or before the due date.
- Annual Asset Review prepared and presented to the Resources and Performance Committee before the end of March each year.
- Meet any targets set by the Authority for the disposal of identified assets
- Annual tree risk assessment completed in accordance with the agreed programme
- In making appointments to meet clients we will ensure that we check whether they have any special requirements and make arrangements accordingly – for example by meeting elderly or infirm clients in their own home rather than on site.
- In undertaking risk assessments we will take into account the particular needs of those with disabilities, children and young people and those who for whatever reason may not be able to appreciate the significance of written warning signs in English (for example by providing physical barriers or using warning pictograms).

TARGETS & IMPROVEMENTS

- Increase the income generated by the Authority's land and buildings (including from the disposal of assets)
- Ensure that the Woodland Team has the competence and capacity to carry out or commission tree risk assessments.

PROPERTY MANAGEMENT - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
% rents received on or before due date	100%	75%				
Annual Estate Review considered by the Resources and Performance Committee in March each year.	Before end of financial year	07/11/07	03/03/09			
Quinquennial asset valuation completed	2009					
Public Safety Plan reviewed	By April 2009		Jan-09			

PERFORMANCE MONITORING

SERVICES PROVIDED

In accordance with the Performance Management Framework the Authority will:-

- Regularly monitor and publish details of progress in implementing the targets in the National Park Management Plan
- Review every quarter year and report to the Resources and Performance Committee and Leadership Team progress with the annual Business Plan and Improvement Plan
- Monitor environmental performance to support the Carbon-neutral Action plan
- Provide data to inform the Performance Indicators adopted by the “National Park Family”
- Monitor other aspects of performance to assist with the efficient operation of the organisation eg
 - Personnel data
 - Analysis of complaints and Freedom of Information requests received
 - Specific surveys carried out to support customer service improvements

SERVICE STANDARDS

- The National Park Management Plan reporting system will be updated at least twice a year where the National Park Authority is the lead organisation. Other organisations will be reminded about the need to keep their entries updated at a similar frequency
- Updated Business Plan performance will be provided by Lead Officers at the end of each quarter.
- Staff with responsibility for premises and vehicles will be provided with details of energy consumption and / or miles travelled promptly at the end of each month.
- A random audit of all “National Park family” Performance Indicators will be carried out annually
- The “Business Cycle” will be updated annually and published in the Business Plan so that the way individuals contribute to the Authority’s overall performance is clear.

TARGETS AND IMPROVEMENTS

- Clear definitions for all “National Park family” Performance Indicators and some of these will be audited.
- Data will be provided promptly so that performance can be considered by Members and Leadership Team at the first opportunity.
- Monitoring of data will be carried out to ensure there is consistency in application of traffic light indicators
- Information reporting needs will be reviewed regularly

PERFORMANCE MONITORING - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of targets in 5 year National Park Management Plan where the Authority is the Lead Organisation and progress was satisfactory (ie green)	100%					
Number of targets in Work Programme where progress was satisfactory (ie green)	100%		84%			
Number of National Park "family" Performance Indicators available within 1 month of the end of the financial year.	100%	100%	100%			

ENVIRONMENTAL PERFORMANCE

SERVICE PROVIDED

The Authority will manage its performance to minimise the negative impact on the environment of its own activities by:-

- Working towards ensuring the Authority’s own operations are entirely carbon neutral by 2012
- Following the Authority’s sustainable procurement policy and supplier accreditation arrangements
- Sourcing all electricity consumed from “renewable” sources, including wind power and photo-voltaics where mains supplies are unavailable
- Achieving a reduction in the office consumption of paper
- Achieving a reduction in official miles travelled by car
- Monitoring water consumption to ensure any increases in consumption, particularly because of leaks, are quickly detected and overall consumption is reduced on a year on year basis.

SERVICE STANDARDS

- Water and electricity consumption patterns will be monitored and published to staff.
- Line managers will take an active role in managing downward energy consumption in all areas where they have responsibility.
- The carbon-neutral action plan will be supported and a progress report will be made to members of the Authority twice a year.
- The Authority’s procurement processes will accord with the Sustainable Procurement Policy.

TARGETS & IMPROVEMENTS

- Continue to source all electricity consumed from “renewable” sources, including wind power and photo-voltaics where mains supplies are unavailable
- Achieve a 5% reduction in the office consumption of paper
- Achieve a reduction of 10% in official miles travelled by car

ENVIRONMENTAL PERFORMANCE - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
% reduction in greenhouse gas emissions against target to be a carbon neutral Authority	10%					
National Indicator 185 – percentage CO ₂ reduction arising from the Authority’s operations	10%					
Units of electricity consumed pa kWh	315000	326,939	330,187			
Business miles travelled pa	221000	245,862	269,802			
Reams of paper used by in-house photocopiers copiers in the year	1600	1687	1204			
Cubic metres of water consumed pa (mains only)	3200 cu m	3338 cu m	2349cu m			

CORPORATE SUPPORT

SERVICE PROVIDED

Governance

- Conduct a systematic review of the Authority's policies
- Production and operation of Standing Orders, Delegation arrangements and Financial Regulations
- Annual report on Code of Corporate Governance
- Annual report on risk management
- Co-ordination of arrangements for the quinquennial Performance Assessment of the Authority.
- Arrangements for Internal and External Audit
- Coordinate an annual Improvement Plan to achieve changes and improvements to the way the Authority operates.

Freedom of Information

- Manage response to all requests made under the Freedom of Information Act

Complaints

- Maintain a policy for dealing with complaints.
- Manage responses to all complaints made about the Authority's policies or activities

Forward Planning

- Production and annual review of the Medium Term Financial Plan
- Hold an annual Business Planning workshop for members
- Production and circulation of the Annual Business Plan

General

- Support is given to the Leadership and Delivery Teams and regular meetings organised.

SERVICE STANDARDS

- A schedule will be maintained, and available internally and externally, of the Authority's policies and the proposed review dates
- Responses to Freedom of Information requests will be made within 20 working days of receipt
- Responses to complaints will be made within 10 working days of receipt in accordance with the policy
- The Work Programme and Service Plans will be circulated to all staff and members, and made available on SharePoint before the start of the financial year.
- The Annual Business Plan will be submitted to Defra by 30 June each year.
- Reports on Business Plan progress will be considered by Leadership Team within 15 working days of the end of each quarter.
- Performance data in service plans will be provided within 10 working days of the end of each quarter
- The Agenda and reports will be circulated to Leadership Team members at least 24 hours before the meeting. The draft notes of the meeting will be produced for the Chief Executive within 5 working days of the meeting.

TARGETS AND IMPROVEMENTS

- The Agendas and Reports for Leadership Team meetings will be circulated at least 24 hours before the meeting
- The draft notes of Leadership Team meetings will be produced for the Chief Executive within 5 working days of the meeting

CORPORATE SUPPORT - SUMMARY OF PERFORMANCE DATA

	Target	Achieved in:				
		2007/08	2008/09	2009/10	2010/11	2011/12
Number of FoI requests received						
% of responses to FoI requests provided within target timescale	100%					
Number of complaints received about the Authority's policies or activities						
% of responses to complaints provided within target timescale	100%					
% of Leadership Team meetings where draft notes were produced within 5 working days.	95%					
% of targets in the Improvement Plan achieved in the year	100%					
Service Plans and work programme published	31/03	31/03/07	31/03/08	31/03/09		
Full Business Plan published	30/06	30/06/07	30/06/08	30/06/09		