

**BEST VALUE REVIEW OF COUNTRYSIDE SERVICES
IMPLEMENTATION SCHEDULE
2004/2005**

APPENDIX 3

Position at 14 January 2005

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
1. An Integrated Countryside Service	Transition Strategy				
	1.1 Prepare draft structure and consult with staff.	Draft structure completed.	Already completed	Staff consultation meetings held in Dec 03 and Jan 04 to explain and receive views on first draft structure.	
	1.2 Consider staff responses and review the draft structure.	Draft structure reviewed.	Already completed	Key managers met in Jan 04 to review structure – second draft subsequently prepared taking account of views expressed - significant changes to structure made. Further staff consultation meeting held in early March to explain and receive views on second draft structure.	Consultation on second draft delayed by structural changes within the Directorate.
	1.3 Where necessary, draft revised job descriptions in consultation with staff and identify any training requirements.	Job descriptions reviewed and amended as necessary.	Feb 04	Job descriptions revised during April/May 04 – majority agreed with Assistant Director in early May 04.	Work could not commence until Head of Service appointed in April 04.
	1.4 Grade job descriptions in line with current NYCC guidelines.	Grading review completed for all posts.	Feb 04	Job descriptions graded by Personnel during May 04 and funding report taken to Executive Members in June 04.	
	1.5 Consult staff formally on the new structure (subject to 1 month consultation and 3 months notice).	All staff formally consulted.	Feb/Mar 04	Staff affected by re-grading proposals consulted informally during 1-to-1 meetings in June/July 04. Formal contracts issued in July/August.	Formal processes delayed within Personnel Services due to staff shortages.

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<p>2 y105g005.je.Appendix 3</p>	<p>1.6 Start recruitment of all staff to first year posts at the end of the notice period (or where appropriate at the end of the consultation period).</p>	<p>All first year staff recruited and in post by Sep/Oct.</p>	<p>Mar/Apr 04 or May/Jun 04</p>	<p>Staff were slotted into the following posts, with significant changes in duties and responsibilities, from April 04: Head of Countryside Services, Principal Landscape Architect, Principal Ecologist, Biodiversity Officer, Rural Archaeologist, senior Archaeologist, Heritage Assistant, Access & PROW Manager, Access Officer.</p> <p>Staff were appointed to the following existing vacant posts during June/August 04 with start dates during August/September: Heritage Administrative Assistant, Assistant AONB Officer (maternity cover), Assistant Definitive Map Officer, PROW Officer (Area 3).</p> <p>Staff appointed to the following new posts during June/August 04, with start dates mostly during September: Archaeology Assistant (started July), Assistant Ecologist, Thornborough Henges Project Co-ordinator, Volunteer Co-ordinator, Diversions Officer, Legal Events Officer, Countryside Apprentices (3 posts in partnership with York CC).</p> <p>Recruitment to all remaining new vacant posts completed by December 04 with start dates during Jan 05: Countryside Officer (Area 2), Landscape Architect, Mapping and Information Officer. Start date for Heritage Manager delayed until April 05 due to notice requirements and holiday commitments.</p> <p>Additional staff turnover during the period led to the need to recruit to the following posts: Heritage Administrative Assistant, Definitive Map Clerical Assistant, Area 3 PROW Ranger</p>	<p>Appointment process delayed within Personnel Services due to staff shortages.</p> <p>These new posts were given first priority for filling.</p> <p>These new posts were given second priority for filling.</p>

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	1.7 Consider the implications of the results of the Regional Government Referendum for the appointment of future Countryside Service staff, in relation to corporate NYCC personnel recruitment policy.	Personnel recruitment.	Dec 04	No longer required.	The Regional Government Referendum has now been postponed indefinitely.
	Change Management Strategy				
	1.8 Attend Team Meetings regularly to discuss the changes, identify/resolve staff concerns and provide feedback on developments.	Attendance at Team Meetings.	Feb/Jun 04	Head of Service regularly attends all Heritage Section, PROW Section and Countryside Service Team Leader meetings on monthly basis to provide briefings for staff and receive feedback. Also attends meetings of the Planning and Countryside Unit Management Team on a 2-3 weekly basis.	
	1.9 Hold 1-to-1 meetings with key staff to discuss how the changes will affect them	1-to-1 meetings held	Feb/Apr04	Staff affected by re-grading proposals consulted informally during 1-to-1 meetings in June/July 04.	Undertaken following formal agreement to the re-grading package by Executive Members in June 04.
	1.10 Identify opportunities for staff development/progression/flexible working etc and discuss with staff.	Opportunities identified and followed through.	Feb/Apr04	Discussed by line managers during appraisal process in May / June 04 including career progression initiatives already identified by staff.	
	1.11 Arrange change management training for key managers.	1 training event held.	Feb/Mar	Access & PROW Manager attended change management course in Oct 04	No longer thought necessary for other staff as nobody adversely affected by revised structure. Discussion on related issues taking place through Section / Team Leader and 1-to-1 meetings, giving regular opportunities to discuss change management issues.

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	1.12 As new Teams/Sections are formed, hold 'Team Away Days' to build team working and plan for the future.	At least 1 Team away day held.	Sep-Dec 04	<p>Staff away-day held in July 04 to undertake a self assessment of the service.</p> <p>Staff away-day held in Sept 04 as part of the Service Plan preparation process.</p> <p>Staff away-day held in Oct 04 in Howardian Hills AONB to discuss links between all staff in the service.</p>	
	1.13 Continue 1-to-1 meetings with key staff as necessary to consider any issues arising during/following implementation and continue regular attendance at Team Meetings.	1-to-1 meetings held.	2004/2005	<p>Head of Service regularly attends all Heritage Section, PROW Section and Countryside Service Team Leader meetings on monthly basis to provide briefings for staff.</p> <p>Also attends meetings of the Planning and Countryside Unit Management Team.</p> <p>All staff have 1-to-1 meetings at least quarterly with their line managers as part of the Staff Appraisal process.</p>	
	Office Accommodation				
	1.14 Identify accommodation requirements for the new service including uniting HQ elements of the service, specifying area team needs and incorporating additional staff.	Report to DES on accommodation requirements.	Jun 04	<p>Part of HQ PROW Team re-located to Brierley Building in Mar 04. Remainder of Team temporarily re-located to Vic Hallam Hut during May 04 pending a final move to the Brierley Building in 05 – this will unite all members of the service in one building.</p>	Short-term re-location of all HQ PROW staff delayed by 'new build' to accommodate departing Education staff – not scheduled for completion until Spring/Summer 05.

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	1.15 Consider options for meeting the requirements of the service as part of the Directorate/Corporate accommodation Plan.	Options identified.	Sep 04	<p>Medium / long-term accommodation needs comprehensively reviewed. Discussed in Management Team and with Assistant Director / Director during July/August 04.</p> <p>Alternative options for bringing all HQ staff in the service closer together reported to Management Team in Jan 05. Preferred option to be discussed with Director.</p> <p>Selected improvements for Area 1 and 2 Countryside Service staff also currently being discussed.</p>	
	<p>Service Planning</p> <p>1.16 Produce a Service Performance Plan.</p>	Service Performance Plan produced.	Sep 04	<p>SPP to be produced by Assistant Director covering Planning & Countryside Business Unit as a whole. Options for preparing Service Performance Plan discussed within Management Team in May 04 and at 2 SPP meetings in August 04. Staff Awayday to develop SPP held in Sept 04.</p> <p>Draft SPP produced by Assnt Director in Nov 04 - aiming to complete in Jan 05.</p>	
	<p>Communication</p> <p>1.17 Establish regular Team meetings at least once a month.</p>	Regular Team meetings in place.	2004/2005	<p>Revised Team briefing arrangements drawn up and agreed with Team Leaders in Apr 04. Regular meetings in place from April 04 involving monthly Team Leader meetings and monthly meetings of both PROW and Heritage Sections. Below this, individual Team meetings also being held as necessary.</p>	

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	1.18 Establish Team meetings with Team Leaders on a monthly cycle on an interim basis pending appointment of the Heritage and Countryside Managers.	Monthly Team Meetings in place.	Apr/Jun 04	Monthly meetings of Team Leaders established from April 04.	Need to dovetail Team briefing arrangements with new Management Team for Planning and Countryside Unit when Heritage and Countryside Managers are appointed.
	1.19 Establish Service Management Team with regular fortnightly meetings when Heritage and Countryside Managers are in post.	Fortnightly Management Team meetings in place.	Jul 04	Formation of Service Management Team has had to be deferred until the 3 Section Managers are all in post – on an interim basis, PROW Section Head and AONB Officer both attend Heritage Team Leader meetings.	Appointment of Countryside Manager deferred until 2005 to allow appointment of a substantive post of Heritage Manager in 2004 (following agreed changes to structure). Heritage Manager appointed in Dec 04 and due to start in April 05 - start date delayed until April 05 due to notice requirements and holiday commitments. Appointment of Countryside Manager dependent upon additional resources being made available during 2005/2006.
	1.20 Establish Section meetings on a monthly basis when Heritage and Countryside Managers are in post.	Monthly Section Meetings in place.	Jul 04	Section meetings established with first meeting of Heritage in Apr 04 and PROW in May 04 – forward programme agreed for rest of year.	Led by Head of Service until Heritage and Countryside Managers in post.
	1.21 Establish regular management meetings with Senior Countryside Officers on a phased basis until all Area Countryside Officers are in post.	Regular management meetings with Senior Countryside Officers maintained until all Area Countryside Officers in post.	Jul 04	No progress possible.	Countryside Officers not yet all appointed. Agreed changes to staff structure have changed post titles and reporting arrangements.
	Performance Management				
	1.22 Build a performance management pyramid so all staff can see how they are contributing to the achievement of overall targets – revise/update annually in Service Performance Plans.	Performance Management Pyramid updated annually.	Jul 04	Still to be progressed.	Dependent upon level of detail to be included in Service Plan, which is now being prepared for the Business Unit as a whole.
	1.23 Complete a self assessment of the service (similar to EFQM) and repeat annually to measure staff perceptions of the service.	Service self-assessment completed annually.	Jul 04	Self assessment meeting held in July 04 involving all service staff and report of findings completed by Best Value Officer.	

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	1.24 Hold annual appraisal meetings.	Meetings completed.	Apr/May 04	Appraisals for all service staff held during May - July 04.	
	1.25 Hold 1-to-1 staff meetings	Meetings completed.	July 04	1-to-1 Meetings and Appraisal Review Meetings to be arranged by line managers at quarterly intervals throughout the year.	First round of 1-to-1 meetings in July/August 04 merged with Appraisal Review Meetings in Nov/Dec due to late start of appraisal process this year.
	1.26 Hold appraisal review meetings	Meetings completed.	Oct 04	Held for most staff during Nov 04/Jan 05.	
	1.27 Hold 1-to-1 staff meetings	Meetings completed.	Jan 05	To be arranged.	
	Strategic Planning				
	1.28 Identify at an early stage the potential range of policies needed for the service and the scope for forming new partnerships (a Strategy on Strategies) – test assumptions with key partners and agree future priorities and timescales.	Produce a 'Strategy on Strategies'.	Jul 04	Still to be progressed.	Postponed due to other service priorities. This work needs to be completed when 3 Section Heads all in post.
	1.29 Convene a meeting of key partners to review support for the creation of a North Yorkshire Countryside Forum to advise the Service on strategic priorities and to enable the Service to help deliver the national agenda.	If supported, convene at least 1 annual meeting of the Forum.	Jan 05	Still to be progressed.	Postponed due to other service priorities. This work needs to be completed when 3 Section Heads all in post.
	1.30 Review the success of the Heritage Strategy and report to Environment and Heritage Overview and Scrutiny Committee on achievements to date and options for future strategy development.	Report to Scrutiny.	Dec 04	Heritage Strategy progress and roll-forward to be comprehensively reviewed once Heritage Manager in post.	Inappropriate to pursue until Heritage Manager in post. Now also needs to take account of new direction provided by Best Value Improvement Plan and forthcoming Improvement Review of Archaeology and Building Conservation scheduled for start in Oct/Nov 05.
	1.31 Use the North Yorkshire Countryside Forum (or if not established convene a special meeting of partners) to review support for the preparation of a joint North Yorkshire Countryside Strategy or separate Heritage/Access Strategies.	Meeting of key partners held	Mar 04	Still to be progressed.	Postponed due to other service priorities. This work needs to be completed when 3 Section Heads all in post.

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2. A County-wide Countryside Management Service	Staffing				
	2.1 Recruit Area Countryside Officer with partnership funding from Districts (Area A).	Area Countryside Officer appointed.	Sep 04	First of Area Countryside Officers covering Ryedale and Scarborough started in Jan 05, joint funded on partnership basis with Ryedale DC. Agreement also reached with Hambleton DC to joint fund a second Countryside Officer post during 2005 - implementation dependent upon additional resources being made available during 2005/2006.	
	2.2 Research opportunities for external funding in conjunction with Economic Development officers and feed into each area countryside management partnership.	1 new external funding or partnership working opportunity identified each year in each area.	2004/205	No progress possible. Will be progressed as and when Countryside Manager and individual Countryside Officers are appointed.	Delayed pending appointment of Countryside Management Section Head. Appointment of Countryside Manager deferred until 05 to allow appointment of a substantive post of Heritage Manager in 2004. Implementation dependent upon additional resources being made available during 2005/2006.
	Local Co-ordination				
	2.3 Produce standard terms of reference and guidance for the establishment of area countryside management projects to ensure consistency across the county.	Countryside management guidance note produced.	Oct 04	No progress possible.	Delayed due to appointment of Countryside Management Section Head. Appointment of Countryside Manager deferred until 2005 to allow appointment of a substantive post of Heritage Manager in 2004. Implementation dependent upon additional resources being made available during 2005/2006.

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3. The Rights of Way Improvement plan	3.1 Gather information on the needs and aspirations of interested parties.	Questionnaire published and returned.	2004/2005	<p>Results from Parish Council survey, business survey, citizens panel and public web survey analysed during Dec 04.</p> <p>Workshops run for the 3 Local Access Forums, 4 Local Liaison Groups and AONB Access Committee.</p> <p>RoWIP Steering Group established (including 3 LAFs, District Councils and AONBs) and involved in LTP2 submission.</p> <p>Draft RoWIP submission for LTP prepared by Technical Working Group in Dec 04. To be finalised in Jan 05 to meet LTP2 deadline.</p> <p>Widening Access Strategy approved in Jan 05.</p> <p>Contact made with neighbouring highway authorities. Research started regarding related plans and strategies and research document list prepared.</p> <p>Involved in sustainable tourism working group for LTP2 ensuring close links with Economic Development and other key partners.</p> <p>Contract agreed for Pilot Scheme in Skipton area and work started. Investigating working more closely with YDNP with regard to joint/neighbouring parishes.</p> <p>Mapping and Information Officer appointed in Jan 05 to assist joint-working and co-ordination with the National Parks.</p>	

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4. Liaison and Co-ordination on Public Rights of Way	4.1 Review and re-negotiate the Agency Agreements as necessary to achieve consistency of procedures and processes	New Agency Agreements concluded	2005/2006	Liaison meeting held with YDNP and NYMNP in May 04 and agreed arrangements for co-ordination of work on county-wide PROW Improvement Plan (previously being prepared only for area outside the National Parks). Technical working group, involving NYCC, YDNP and NYMNP, established and meeting monthly. Agreement also reached to convene 6 monthly Liaison Group meetings to ensure future consistency. Meeting held in Jan 05 to agree joint working and funding needs for PROW bridge repairs.	Review of the Agency Agreements not programmed until 2005/2006.
	4.2 Review the terms of reference of the PROW Liaison Group to avoid overlap in functions with the Local Access Forum and Local Area Groups.	Revised terms of reference agreed for the PROW Liaison Group.	Dec 04	Still to be progressed.	Not perceived to be a problem by either Liaison Group or Local Access Forum but still needs to be progressed as other priorities allow.
	4.3 Develop terms of reference for the Local Area Groups to avoid duplication and achieve consistency.	Terms of reference agreed for each Area Group.	Dec 04	Still to be progressed.	Not perceived to be a problem by Liaison Group but still needs to be progressed as other priorities allow.
5. Resolving the Definitive Map backlog	Legal Event Orders				
	5.1 Recruit a Legal Events Officer (on a fixed term contract).	Legal Events Officer recruited	Jul 04	Legal Events Officer appointed in Sept 04	Appointment delayed until staffing / grading proposals agreed by Personnel in June.
	5.2 Develop a work programme with the objective of clearing the Legal Events backlog.	Backlog of Legal Event Orders cleared within 1 year.	Jul 04	Programme of Omnibus Orders being prepared on a District by District basis with 200 schedules prepared in the last 3 months. Omnibus Orders for 3 Districts now completed and updated - new definitive maps almost ready to be printed.	
	Definitive Map Anomalies				
	5.3 Promote the County Council's case to be included as a local pilot for the 'Lost Ways' project.	North Yorkshire successfully included as a local pilot for the 'Lost Ways' project.	2004/2005	To be progressed	
	Definitive Map Modification Orders				

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	5.4 Prioritise all DMMO applications currently within the system.	Priority list of DMMOs produced.	Jun 04	<p>Report taken to PROW Liaison Group in Sept 04 including a comprehensive list of all DMMOs, detailing progress made with each.</p> <p>Priority initially given to 'easy win' applications to ensure rapid progress.</p> <p>Report on future prioritisation criteria agreed by PROW Liaison Group in Dec 04.</p>	
	5.5 Resolve all currently outstanding DMMO applications with the objective of clearing the backlog within 5 years.	Send 70 'historical' DMMOs to HLS each year for processing until the backlog is cleared.	2004/2005	<p>2002/2003 - 3 applications were completely determined</p> <p>2003/2004 - 5 applications were completely determined. In addition 52 applications were closed without further processing (or were otherwise dealt with) due to the poor quality of the evidence i.e. 'easy win' applications</p> <p>2004/2005 - to date 13 applications have been determined and a further 4 have been passed to Legal Services for the orders to be made. A further 8 are expected to be processed by Mar 05 and 19 additional applications are in progress.</p>	The target of clearing 70 'historical' DMMOs each year is not considered to be achievable but excellent progress is currently being made compared with historical performance. It is expected that with full staffing approximately 35-40 applications per year could be processed
	5.6 Process new DMMO applications as they are received with the objective of submitting all applications to Legal services within 6 months of receipt.	All new DMMO applications submitted to HLS within 6 months of receipt.	2004/2005	<p>Regular reports on progress achieved now submitted to each meeting of PROW Liaison Group, allowing progress to be monitored by user groups.</p> <p>The prioritisation criteria now adopted will determine how many new applications are commenced (see 5.4) in relation to applications already in the system i.e new applications will not automatically be given priority over 'historical' applications.</p>	Long-term Assistant Definitive Map Officer vacancy has constrained progress – post filled in Aug 04. However additional Clerical Assistant vacancy has led to staff time being diverted away from DMMO work.

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	5.7 Facilitate the DMMO application procedure through the publication of an Application Pack.	Publication of an application Pack.	Mar 04	<p>Application pack produced and in use.</p> <p>Report taken to PROW Liaison Group in Sept 04 inviting comments on the pack and suggestions for making it more user-friendly.</p> <p>Archive training provided for user groups to facilitate DMMO application process in Oct 05. A further session programmed for Mar 05.</p>	
	5.8 Develop a joint database with Legal Services so that progress with DMMO implementation can be continuously monitored.	Joint database established.	Apr 04	<p>List of all outstanding DMMOs taken to PROW Liaison Group in Sept 04, and will now be kept continuously up to date, enabling DMMO implementation to be closely monitored. Joint database with Legal Services developed and now in use.</p>	Legal Services no longer committing dedicated staff resource to help deal with DMMO backlog.
	5.9 Meet regularly with Legal Services to review progress with individual DMMOs and future training needs.	4 DMMO review meetings held each year.	2004/2005	<p>Regular meetings now being held between Definitive Map Officer and Legal Services staff as required.</p> <p>Liaison meeting also held with Head of Service in July 04 to review progress.</p>	
	5.10 Monitor the operation of the DMMO procedure and modify as necessary.	Modified policy agreed or confirmation of existing policy.	2004/2005	<p>Policy is being continuously monitored - no significant negative feedback from user groups or landowners has been received to date.</p>	
	5.11 Develop a standard format/procedure for reporting DMMOs and DMMO objections to Committee.	Standard format/procedure agreed and in place.	Apr 04	<p>All DMMO reports to Area Committees now being taken by Access and PROW Manager to ensure consistency of approach. All have been presented in a standard format since April 04.</p>	
	Diversion Orders				

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	5.12 Review the fee system for Diversion Orders and temporary TROs, with the objective of enabling the cost of appointing a Diversions Officer to be self-financing.	Fee system reviewed annually	Apr 04	Current fee structure and number of potential applications reviewed prior to appointment of Diversions Officer to ensure post will be self financing. Maintained for time being at £1k per Order but propose to contact other authorities to compare fee structures and review current charges.	
	5.13 Prepare and continuously update an explanatory leaflet for applicants on the service provided on Diversion Orders and the costs involved.	Information leaflet published and updated annually as necessary.	Jun 04	An explanatory leaflet has been produced and is sent out to all new applicants.	
	5.14 Recruit a Diversions Order Officer (on a fixed term contract).	Diversions Officer recruited.	Jun 04	Diversions Officer appointed and took up duties in Aug 04.	Appointment delayed until staffing / grading proposals agreed by Personnel in June/July.
	5.15 Develop procedures to ensure the efficient processing of Diversion Orders.	Depending upon demand, process at least 25 Diversion Orders each year to cover the cost of the service.	Jun 04	Over 70 applications for Diversion Orders are currently being processed and a further 20 are in the system. 3 have been processed to date and by Mar 05 it is expected that a further 13 will have been dealt with. In a full year, it is hoped that up to 50 applications could be processed, depending upon demand.	
6. Improving Access to the Countryside	Condition Monitoring				
	6.1 In conjunction with Senior Countryside Officers, prepare a methodology and work programme for a full condition survey of the PROW network.	Methodology and work programme produced.	Apr 04	Survey methodology prepared for a full condition survey as part of work on PROW Improvement Plan	
	6.2 In conjunction with the Voluntary Rangers, undertake a full condition survey of the PROW network.	Completion of Condition Survey field work.	Mar 05	A physical survey of the network is in progress for incorporation into RoWIP and to help attain LPSA target. The survey documentation has been revised following feedback from staff and volunteers to make it more user-friendly.	There was a delay in appointing a Volunteer Co-ordinator until staffing / grading proposals agreed by Personnel – started in October 04. This delay has constrained the ability to manage volunteers recruited to undertake the survey in the short term.

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	6.3 Undertake twice yearly BVPI 5% condition sampling of the network in line with national guidance	Complete twice yearly BVPI 5% condition sampling (2.5% in May & 2.5% in Nov)	May 04 Nov 04	2.5% BVPI condition surveys undertaken by PROW Officers in May and Nov 04.	
	6.4 Maximise the use of CAMS to record the condition of the network.	Install CAMS(XP) in all area offices.	Dec 04	Implemented as part of the standard desktop roll-out during August/September 04. CAMs use being expanded to take extra fields required for RoWIP purposes and Disability Discrimination Act. Improved web-enabled version of CAMS also now purchased to facilitate public access/inputting of data - data currently being migrated and system installed for completion before Mar 05.	Problems with IT servers in the Area Offices have delayed progress with the implementation of CAMS.
	6.5 Ensure all staff are fully trained in the use of CAMS.	Organise 2 CAMS training sessions each year.	2004/2005	Work programme in place to train all Area staff in use of CAMS - completed as part of roll-out of standard desktop.	
	Maintenance of the Network				
	6.6 Draw up and undertake a programme of continuous improvements to the PROW network to meet any deficiencies identified through condition monitoring and, when available, within the priorities determined by the Hierarchy of Routes.	Ensure that at least 55% paths are easy to use by 2004.	Mar 04	Most links on the network now classified through the Hierarchy of Routes as high/medium/low priority (some routes still to be classified eg Area 1 at Stokesley). Outside the National Parks, 44% paths were assessed to be easy to use in 2002/2003 (using sample surveys in May and November). This rose to 48% in 2003/2004 (against an LPSA target of 55%).	Late approval of LPSA scheme delayed early start to improvement work. First year of LPSA programme pre-dated establishment of Countryside Service.

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	6.7 Continue network improvements to meet agreed LPSA target of 75% ease of use by 2006.	Ensure that at least 65% paths are easy to use by 2005	2004/2005	<p>Outside the National Parks, 55% paths were assessed to be easy to use in 2004/2005 (against LPSA target of 65%).</p> <p>Comprehensive package of measures currently being implemented to address shortfall in LPSA target involving: progressive roll-out of Countryside Apprentices, Countryside Volunteers and New Deal Taskforce, re-deployment of PROW staff and re-allocation of funding to maximise impact.</p> <p>A start made with quantifying the scale of the bridge maintenance problem – report made to PROW Liaison Group in Sept 04 on known missing and damaged bridges. Liaison Group assisted with compiling database and identifying priorities. These priority sites currently being surveyed and funding being sought.</p> <p>Comprehensive PROW improvement programme being undertaken for Howardian Hills AONB in 2004/2005 involving £40k of upgrading works.</p>	<p>Since formation of Countryside Service in Apr 04, unavoidable delays in appointing new staff, Countryside Volunteers, Countryside Apprentices etc (see comments in section 1 above) meant that little enhanced progress could be made before this financial year's LPSA assessment surveys were undertaken in May and Nov 04.</p> <p>Results constrained by very small sample size of survey (5%). Separate much wider survey completed using volunteers suggests that performance of 64% has been achieved.</p>
	6.8 Introduce systems to ensure that complaints are dealt with consistently across all areas.	New systems in place in all areas.	Apr 04	Agreed criteria for prioritising DMMOs are being adapted for use in prioritising reports of deficiencies in the network. It is hoped to have this in place for Mar 05.	

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	6.9 Ensure that all outstanding reports are dealt with speedily to clear the backlog.	Throughout the County, aim to resolve at least 250 complaints per month until backlog cleared.	2004/2005	Between Jan and Dec 2004, 2686 reports were resolved (224 per month)	Staffing issues in Area 3 have constrained progress in this key area but this was resolved in August. This target is being amended to read "aim to resolve at least 200 reported problems on the PROW network per month" ie by deleting reference to 'the backlog'. The backlog will never disappear as new reports are constantly received. It is proposed that historical and recent reports should now be pooled and prioritised using consistently agreed criteria to maximise benefits to the network. There is also an inconsistency between the corporate target of 200 reported problems and the Best Value Improvement Plan target of 250 complaints. It is proposed to retain the corporate target.
	6.10 Ensure that new reported problems on the network are resolved within the County Council's agreed policy	Resolve 90% of reported problems on the PROW network within the timescales stipulated within the policy.	2004/2005	For ploughing and cropping, between Jan 04 and Dec 04, 52% of reports were resolved within the agreed period and a further 31% were resolved outside the timescale. The average timescale for dealing with a complaint was 45 days (8 days longer than the target).	
	6.11 Encourage continued community involvement in PROW maintenance through the Community Paths Initiative	5 new participants in the scheme each year.	2004/2005	Target achieved and new Parishes being recruited regularly.	CPI Officer moved to take up new position as PROW Officer (Area 3) in Aug. Workload currently being covered by Area 4 PROW Officer. Future of this scheme currently under consideration in relation to other priorities.

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	6.12 Monitor the CPI on an annual basis to ensure existing agreements are maintained, reviewed and effectively supported.	Annual monitoring report produced.	2004/2005	Monitoring system has now been established which provides monthly updates which can eventually feed into the PROW Improvement Plan. This will enable annual report to be prepared at year end.	Some Parishes dropping out of scheme are offsetting new recruits. . Future of this scheme currently under consideration in relation to other priorities.
	6.13 Produce a standard form of contract for engaging contractors, with the objective of maximising their use.	Standard contract produced for engaging external contractors.	Apr 04	Draft contract produced in conjunction with Legal Services and currently being finalised.	
	6.14 Prepare a standard format for an area-based register of contractors able to undertake PROW maintenance work.	Standard format for the register of contractors produced.	Apr 04	To be completed once standard contract finalised.	
	6.15 Within each area, compile a register of contractors able to undertake PROW maintenance work, using the standard format.	Register of contractors produced in each area.	Jun 04	To be completed once standard contract finalised.	
	6.16 Consider the cost/benefit potential for paying landowners to undertake basic maintenance tasks eg stiles on a standard payments system – if appropriate introduce new guidance to all areas..	Cost/benefit report produced. Guidance issued to areas if appropriate. 5% of potential schemes successfully undertaken through landowners.	Oct 04	Still to be progressed. The roll-out of Countryside Officer posts will provide an opportunity to promote this concept as part of farm conservation plans prepared for the Environmental Stewardship Scheme.	

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	6.17 Increase available funds for improved access through external funding, sponsorship and partnership.	5 external funding / sponsorship / partnership schemes negotiated each year	2004/2005	<p>Staff currently working closely with transportation team to secure additional funding for PROW improvements through LTP2.</p> <p>Apart from this, 5 schemes currently being progressed:</p> <ol style="list-style-type: none"> 1. Comprehensive improvement programme currently being implemented for Howardian Hills AONB in 2004/2005 involving £40k of upgrading works and including 50% external funding from Countryside Agency. 2. Grant of £33.6k secured from Countryside Agency for Access Management Plan implementation in open access areas, to be completed by March 05. 3. Partnership with Selby Groundwork led to comprehensive programme of PROW improvements in the Tadcaster area – scheme now complete and formally launched during August 04. 4. Working with Swale Valley Initiative partnership with potential for major HLF funding on access improvements in Richmond area. 5. £90k SRB/LSC funding has been received to support the cost of the Modern Apprentice programme, which will be used to support PROW maintenance. <p>Working with Economic Development to source other potential funding opportunities.</p>	Guidance for LTP2 requires a progressive incorporation of the Rights of Way Improvement Plan into the LTP, recognising the shared priorities and joint objectives that can be delivered by both plans. There will therefore be closer joint working between all involved in local transportation/rights of way in future. This in turn means there will be more opportunities to attract funding to support improvements to the network and improve other linkages with internal and external partners.

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	Strategic Planning				
	6.18 Identify what additional PROW policies are needed to provide a consistent county-wide approach and feed into Countryside Service 'Strategy on Strategies'.	Report produced on policy requirements.	Jun 04	Widening Access Strategy for PROW approved to address issues arising from Disability Discrimination Act. Priorities for PROW policies are currently agreed through the PROW Liaison Group and several existing policies are currently being re-drafted. PROW Improvement Plan preparation process will identify additional policy requirements and provide a County-wide context.	
	6.19 Establish procedures for monitoring the consistency of implementation of the agreed policies.	New procedures in place.	Mar 05	Still to be progressed.	
	PROW Training				
	6.20 Identify staff training requirements and organise annual training events, including at least 1 with Legal Services, to keep staff up to date on legal processes and procedures.	2 annual staff training events held, including at least 1 with Legal Services.	2004/2005	IT training needs already comprehensively addressed. Other needs currently being identified through Staff Appraisal process. CAMS training programme implemented following introduction of the standard desk-top. Training for all staff held in PROW Improvement Plan and selected staff have received manual handling and health and safety training.	
	6.21 Facilitate the implementation of adopted procedures and policies through the joint training of Councillors, user groups, LAF and Liaison Group members and staff.	2 joint training events held each year.	2004/2005	Training provided for user groups to facilitate DMMO application process in Oct 05. A further session programmed for Mar 05.	
	Access to Open Country				
	6.22 Agree pilot arrangements for open access areas with Nidderdale area.	Pilot arrangements agreed	Already completed	Agreement reached with AONB Officer on pilot arrangements in Dec 03. Arrangements in place and being implemented.	

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	6.23 Trial arrangements for identifying open access areas, entry points and wardening requirements in Nidderdale area, using the model developed in the Yorkshire Dales National Park.	Trial arrangements in place	Sep 04	<p>Draft Access Management Plan prepared, providing comprehensive details of infrastructure improvements needed in all Open Access Areas in the county, Reported to Local Access Forum in August 04 and then subject to public consultation. Management Plan now finalised and due for publication in Jan 05.</p> <p>Additional £33.6k of funding from Countryside Agency successfully bid for to carry out infrastructure work highlighted in Management Plan and due to be implemented by Mar 05.</p>	
	6.24 Make provision for signing open access areas when CROW Act provisions become law – implement pilot scheme in Nidderdale AONB.	5 signs erected	2004/2005	<p>Initial budgetary provision made in 04/05.</p> <p>Full details of open access signing requirements have been included in the Access Management Plan and first phase of implementation and priority works will be implemented by Mar 05. Includes 22 information points/signs - design and construction currently underway.</p> <p>11 additional information points/signs identified for implementation in 05/06. Future in principle funding to be made available by Countryside Agency in 2005/06 and 2006/07 to support cost of implementation works.</p>	

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	6.25 Undertake an assessment of open access land in North Yorkshire outside Nidderdale AONB and develop a prioritised work programme to meet CROW Act requirements.	Open access report produced	Aug 04	<p>Draft Access Management Plan prepared, providing comprehensive details of infrastructure improvements needed in all Open Access Areas in the county, Reported to Local Access Forum in August 04 and then subject to public consultation. Management Plan now finalised and due for publication in Jan 05.</p> <p>Additional £33.6k of funding from Countryside Agency successfully bid for to carry out infrastructure work highlighted in Management Plan and due to be implemented by Mar 05. Need for 3 information points/signs identified - design and construction currently underway.</p> <p>13 additional information points/signs identified for implementation in 05/06. Future in principle funding to be made available by Countryside Agency in 2005/06 and 2006/07 to support cost of implementation works.</p>	
	6.26 Establish liaison arrangements with landowners in open access priority areas and develop local action plans to meet CROW Act requirements using models produced by YDNP and within national guidance.	Liaison arrangements in place	Oct 04	<p>The procedure for the preparation of the Access Management Plan involved both establishing liaison arrangements with local landowners and preparing detailed local action plans (see above).</p> <p>1-to-1 liaison with all principal landowners affected established and ongoing county-wide.</p>	
	6.27 Compile a central record of all data relating to open access land.	Database established.	Mar 04	Database created and in use.	
	Vehicular Use of the Network				
	6.28 Consider the implications of the recent Government consultation paper on the use of green lanes for the development of a County policy.	Assessment completed of the implications of the consultation paper.	Mar 04	Report on consultation paper submitted to Local Access forum in March 04.	

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	6.30 Undertake a management review of vehicular use of the network with the objective of clarifying the legal status of routes and report to the Environment and Heritage Overview and Scrutiny Committee.	Report to the Environment and Heritage Overview and Scrutiny Committee on the outcome of the management review.	May 04	Assistant Director currently undertaking a formal review of the legal status of green lanes with the objective of establishing a firm baseline for future action.	
	6.31 Establish a Member task group to work with the Director of Environmental Services to carry out consultations with user groups.	Policy document produced and reported to the Environment and Heritage Overview and Scrutiny Committee.	Sep 04	Working Group of Members and user groups established to look at management issues relating to Green Lanes in the Yorkshire Dales National Park – first met in Aug 04. This work has since been broadened to provide a county-wide remit with the objective of identifying future priorities for maintenance.	
	Encouraging Wider Use of the Network				
	6.32 In conjunction with Social Services, establish joint working arrangements with less-abled groups and develop priorities for less-abled access provision within the County to feed into the PROW Improvement Plan and for early implementation.	Joint report produced on less-abled access priorities.	Oct 04	Widening Access Strategy approved to address issues arising from Disability Discrimination Act (as well as other under-represented users of the PROW network). This was prepared with assistance from Social Services staff.	
	6.33 In conjunction with the Passenger Transport group, identify a programme of park and ride bus and train routes, which could be used to encourage sustainable access to the PROW network.	Programme agreed with Passenger Transport Group.	Mar 05	This is being progressed as part of the network audit being undertaken for the PROW Improvement Plan and integration of the plan with the LTP.	
	6.34 Within the context of the Countryside Services Promotion Strategy and annual Service Performance Plan targets, develop priorities for a comprehensive range of PROW promotional leaflets, to encourage wider use of the network and interpret local heritage features.	3-year rolling programme agreed. 4 new leaflets produced each year (1 in each area).	2004/2005	6 new leaflets covering access issues were published for use at the Countryside Service Launch and Yorkshire Show in July 04. These covered: using the network, landowner responsibilities, the PROW Improvement Plan, landowner responsibilities, Volunteering and Open Access. Walks leaflet are also being developed in the Howardian Hills AONB for winter 04/05.	There is no dedicated staff resource available for progressing publicity material at present, although this has been partly addressed through the review of staff job descriptions.
7. A Voluntary Ranger Service	Volunteer Co-ordinator				

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	7.1 Discuss with Nidderdale AONB and Craven College the scope for developing a joint training programme for volunteers and Modern Apprentices	1 meeting held – agreement reached on a joint programme.	Already completed	Options for training discussed with Craven College in Jan 04 – agreement subsequently reached with BTCV, through Nidderdale AONB project, on a training package for open access volunteers. First of 5 full day training sessions held in Jan 05 with 35 volunteer recruits attending.	
	7.2 Recruit a Volunteer Co-ordinator using LPSA funding	Volunteer Co-ordinator recruited.	Jul 04	Volunteer Co-ordinator started work in Oct 05.	Appointment delayed due to need to finalise service structure and associated personnel related issues.
	7.3 Discuss with the National Parks the most appropriate approach for establishing a voluntary ranger service	Report produced on the most appropriate way forward for developing the service.	Aug 04	Meetings with YDNP and NYMNP held in Nov / Dec 04. Draft programme for development of volunteer service produced in Dec 04.	
	7.4 Discuss with the National Parks and AONBs the scope for joint working on the recruitment and training of volunteers and Modern Apprentices	Joint working arrangements agreed.	Aug 04	Discussions held with all National Parks and AONBs and opportunities identified for joint working e.g. for sharing training costs.	
	7.5 Develop a central skills database for all volunteers and regularly update	Database established.	Oct 04	Database established and under continuous development.	
	7.6 Appoint 50 new volunteers and meet their basic expenses – use LPSA funding	50 volunteers recruited.	2004/2005	15 new Countryside Volunteers recruited since Oct 04 and deployed to help mainly with PROW issues in Areas 1, 2 and 4. An additional 30-40 regulars approved as NYCC volunteers. In addition Area 3 team make regular use of Ramblers Association volunteers. An additional 40 open access volunteers recruited to help with wardening of new access areas	
	Access Officer				
	7.7 Agree pilot arrangements for wardening open access areas with Nidderdale AONB.	Pilot agreed.	Already completed	Agreement reached on principles of a wardening scheme with Nidderdale AONB in Dec 03.	

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	7.8 Appoint 12-13 new voluntary wardens when CROW Act provisions become law.	12-13 voluntary wardens recruited.		A total of 40 open access volunteers recruited to date to help with wardening of new access areas and full training programme underway. First of 5 full day training sessions held in Jan 05 with 35 volunteer recruits attending.	
	Modern Apprentice Scheme				
	7.9 Negotiate a funding partnership to establish a Modern Apprentice Scheme in conjunction with the National Parks, Scarborough BC and York CC.	Agreement reached with partners and bid submitted for external funding.	Aug 04	A partnership has been agreed between Nidderdale AONB and Yorkshire Dales National Park using SRB / LSC funding. 1 Apprentice appointed and started work in Nidderdale AONB / Area 3 in July 04 working initially on open access and PROW. A separate partnership has also been agreed between NYCC and York City Council using £90k SRB / LSC funding. A team of apprentices has been appointed and training started in August 04.	Failure of the Leader + element of the funding bid led to a significant delay and the need to re-negotiate the funding package, although this was eventually successfully resolved.
	7.10 Appoint 3 Modern Apprentices using LPSA funding for Areas 1, 2 & 4.	3 Modern Apprentices appointed.	2004/2005	3 apprentices have been assigned permanently to NYCC and from Nov 04 have been operating as a 'roving PROW team' under the supervision of an Assistant PROW Officer covering Areas 1, 2 and 4. NYCC is also able to call upon an additional central team of 4 - 10 apprentices for at least 150 days a year. Their time is being dedicated to PROW work in Area 3. In addition to the above a 'New Deal' taskforce based in Malton is being used on a pilot basis from Jan 05 as an additional form of support to secure PROW improvements.	
8. A Parish Caretaker Scheme	8.1 Agree pilot arrangements for Parish Caretaker Scheme with Nidderdale AONB.	Pilot for Parish Caretaker Scheme agreed.	Already completed	Agreement reached on joint scheme managed by Nidderdale AONB in Dec 03.	

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	8.2 Run pilot Parish Caretaker Scheme in Nidderdale AONB.	1 Parish Partnership established.	Jun 04	Parish Caretaker appointed in Nov 04 and currently working for 3 Parish Councils: Upper Nidderdale, Beverley and Dacre. External funding provided by the Parish Councils and Nidderdale AONB.	
	8.3 Invite partnership bids from other Parish Councils.	4 other Parish Partnerships established.	Aug 04	Agreement reached on a second partnership and Parish Caretaker appointed in Nov 04 covering 2 Parish Councils: Austwick and Lawkland. Additional funding secured from Forest of Bowland AONB and Objective 2 and project managed by Yorkshire Dales Millennium Trust. Discussions underway to expand project to wider group of 7 Parishes within Craven District during 2005 including Clapham-cum-Newby, Rathmell, Wigglesworth, Tosside, Halton West, Long Preston and Cowling. Agreement reached on principles of a third pilot scheme to be managed by Selby Groundwork in Apr 04, involving 5 Parish Councils Hemingbrough, North Duffield and Barby and Osgodby, Cliffe and Riccall Parish Councils. External funding attracted from Parish Councils, Groundwork Selby and the Coalfield Regeneration Trust Funding package still being finalised	Considered inappropriate to progress further pilots schemes, apart from those in Nidderdale, Craven and Selby where local arrangements already in place to manage the project – further schemes to be deferred until appointment of Countryside Officers. Future progress will be determined by level of new funding available in 05/06
9. A Rural Archaeology Service	9.1 Review and amend job descriptions of existing archaeology posts to reflect new rural archaeology duties.	Job description amended.	Already completed	Draft job description agreed in Jan 04 and approved in June/July 04 as part of the staffing proposals package for the Countryside Service.	Confirmation delayed until staffing / grading proposals agreed by Personnel in June/July 04.
	9.2 Produce draft publicity leaflet outlining new service to be offered	Draft publicity leaflet produced.	Already completed	A new leaflet covering the Rural Archaeology Service was published for use at the Countryside Service Launch and Yorkshire Show in July 04.	Draft leaflet prepared in January 04 but publication deferred until a agreement on an appropriate 'house style' for all Countryside Service literature linked to the formal Launch event.

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	9.3 Convene a seminar of key partners to launch and promote the new service – link to a launch event for the Countryside Service.	Launch event held.	Jun 04	No longer considered appropriate due to other publicity events being pursued. New service launched as part of the Countryside Service main Launch event in July 04, involving site visit to a local archaeology site.	
	9.4 Arrange a local event to link with the National Archaeology Day on 17/18 July.	National Archaeology Day event held.	Jul 04	Not possible to link with National Archaeology Day but new service informally launched as part of the Countryside Service main Launch event in July 04, involving site visit to a local archaeology site. Additional publicity achieved through follow-up event held at Hornby Castle in Jan 05 with photo-call and press release.	
	9.5 Develop a programme of pro-active work prior to the introduction of the new Entry Level/Higher Level Scheme replacing Countryside Stewardship to encourage links with landowners.	Programme of work developed.	Mar 05	Programme of work already underway. FWAG farm walk held in April 04. Public walks held in conjunction with Nidderdale AONB in August and Sept 04. Event also held in Aug 04 as part of Howardian Hills AONB 'Discovery Project' Other projects included Garden Archaeology Symposium with National Trust and Yorkshire Gardens Trust in Sept 04 and Burton Leonard History Group in Nov 04 Rural Archaeologist also now represents ALGAO on the Regional DEFRA/RDS Consultation Group for Agri-environment schemes and works with English Heritage on targeting of new DEFRA schemes in the region. Future events planned include training for Countryside Volunteers in Jan 05 and further public walks with Nidderdale AONB in 2005.	New Government Environmental Stewardship Scheme to be launched in spring/summer 05 - prior to this national grant schemes closed to new entrants and this has constrained ability to promote the new service to farmers and landowners

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	9.6 Provide rural archaeology advice to farmers and landowners	New service in place and at least 10 advisory farm visits completed each year.	2004/2005	5 farm advisory visits completed since June 2004, in addition to Countryside Stewardship visits. Also working with Access Officer on management of new open access areas. Asked by English Heritage to assist with training for farm advisers for DEFRA schemes at Askham Bryan college with proposed trial in 2005.	New Government Environmental Stewardship Scheme to be launched in spring/summer 05 - prior to this, national grant schemes closed to new entrants and this has constrained ability to promote the new service to farmers and landowners.
10. An Enhanced Ecology Service	Staffing				
	10.1 Recruit Assistant Ecologist to help deliver on existing commitments – top up existing funding.	Assistant Ecologist appointed.	Jun 04	Ecological Support Assistant appointed Dec 03 on a short-term contract to enable early progress to be made, pending appointment to a substantive post. Assistant Ecologist appointed in August 04.	
	Strategic Planning				
	10.2 Develop a strategic plan for the ecology service to feed into future Service Performance Plans.	Strategic plan produced.	Dec 04	Team workshops held in August and Nov 04 to develop a work programme, themes for the Ecology Strategy and to feed into Countryside Service SPP. Outcome of workshop to be used to produce an outline Strategic Plan – first draft expected to be available by Mar 05.	
	Ecological Datacentre				
	10.3 Renegotiate existing SLA with the Datacentre to free up in-house staff.	Revised SLA agreed with Datacentre.	Already completed	New SLA agreed Jan 04. Quarterly monitoring meetings agreed and first held in May 04.	

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	10.4 Support Datacentre in marketing its services through participation in promotional / educational events.	Attend 1 annual promotion event.	2004/2005	Promotion leaflet produced in Sept 04. 2 weeks of Assistant Ecologist time made available for focused marketing to encourage further SLA take-up. Principle of joint NYCC / Datacentre promotional programme agreed with Advisory Board - to comprise series of meetings with potential District Council SLA partners to be followed by a promotional event - to be completed by Mar 05.	
	BioDAT				
	10.5 Outsource ecological data handling and BioDAT management to Datacentre.	Written agreement with Bullens & Datacentre.	2004/2005	Negotiations held between Datacentre and Bullens and a formal handover now achieved.	
	SINCS				
	10.6 Outsource SINC monitoring to Datacentre.	SINC monitoring included in revised SLA.	2004/2005	To be progressed.	On target to complete by March 05
	10.7 Complete round 2 of the SINC evaluation process – supply final lists to all Districts.	Final lists supplied to 2 Districts in 2004/2005 and remaining 5 Districts in 2005/2006.	Dec 04	List already supplied to Ryedale DC. Scarborough list completed and held by Datacentre for updating BioDAT. Lists for Scarborough and Hambleton also completed. Harrogate in preparation and approximately 75% complete.	Harrogate list delayed by excessive number of sites for which further assessment requested.
	10.8 Develop future SINC Survey programme in conjunction with partners.	Prioritised survey programme agreed with SINC Steering Group.	2004/2005	Outline 5-year programme agreed with SINC Steering Group and priorities within survey programme now agreed. Planning for 2005 survey now underway.	
	10.9 Develop monitoring protocol for existing SINCS with partners.	Monitoring protocol agreed with SINC Steering Group.	2004/2005	To be progressed – on agenda for Jan 05 meeting of the SINC Steering Group. Discussions with English Nature indicate potential for the North Yorkshire system to be used as a sub-regional example, bringing potential for regional funding through the Yorks and Humber Biodiversity Forum.	

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	10.10 Seek external funding to support SINC survey and monitoring programme - top up existing resources.	Survey budget established to fully support agreed programme.	2004/2005	£6k received from Environment Agency in March 04 for invertebrate survey of river shingle. Additional English Nature funding of £2.5k confirmed to support survey programme. Harrogate BC support in kind agreed for undertaking survey at agreed sites within their District. Survey budget in place to support current needs.	
	10.11 Implement an annual rolling programme of SINC surveys using external contractors and produce a final report on each year's survey.	Survey completed and final report received from contractors. 40 sites surveyed each year.	Dec 04	2004 SINC survey completed for approx 40 sites using team of 3 external surveyors. Survey report to be produced by Mar 05.	Delay in report production due to software mapping problem preventing area calculations needed for statistical analysis.
	10.11 Review survey / monitoring programme on an annual basis.	Amended survey programme agreed by SINC Steering Group.	Dec 04	Survey programme reviewed in Jan 04 and by end of Jan 05.	
	10.12 Research and develop an approach to SINC management and criteria for a SINC grant aid scheme – produce a SINC management strategy.		Dec 04	Developing a Landowner Liaison Group to focus on the grant aid scheme. This was agreed at the June 04 meeting of SINC Steering Group. Proposals underway to bring together key people with assistance from FWAG.	
	Development Control				
	10.13 Provide enhanced level of environmental advice to Directorates on selected projects following appointment of additional specialist staff.	85% of consultations to be evaluated for their ecological impact within 21 days.	2004/2005	Improvements already made in response times through appointment of Assistant Ecologist. New database created for site visits linked to development control consultations to improve monitoring of service response times but not yet possible to produce statistics.	
	Road Verges				
	10.14 Complete road verge surveys of Yorkshire Wolds (phase 1) and Hambleton (phase 3).	Final Report received for each survey.	Dec 04	Phase 1 survey completed in summer 04. Draft report received and to be finalised by end Jan 05.	

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	10.15 Review ecological requirements for verge management – establish verge ecology working group with representation from National Parks, English Nature and Yorkshire Wildlife Trust.	Working Group established.	Jan 05	First potential trial sites for management identified following Yorkshire Wolds Survey	Timetable dependent upon progress with wider Departmental review of NYCC road verge maintenance through Scrutiny Committee – joint working party approach being sought.
	BAPs				
	10.16 Complete draft BAPs for Selby and Harrogate.	Draft BAPs completed.	2003/2004	Draft BAP for Selby completed in May 04 and, following consultation, final version published in Aug 04. Harrogate BAP expected to be complete by June 05.	Progress with Harrogate BAP delayed by staff constraints within Harrogate BC.
	10.17 Complete draft BAP for Scarborough.	Draft BAP completed.	2004/2005	Draft BAP for Scarborough completed in May 04 and, following consultation, final version expected to be published by Mar 05. Draft BAP for Richmondshire completed ahead of schedule and consultation period expected to end in Feb 05. Work on Craven BAP will also commence early by end Mar 05 - establishment of partnership group underway.	
	10.18 Establish a system for co-ordinating BAP implementation, reporting and review.	Appropriate systems agreed with District Councils.	2004/2005	System established for Hambleton in Mar 04 using BARS (Biodiversity Actions Reporting System). Aiming to have consistent BARS system in place upon completion of each BAP.	
11. An Enhanced Landscape Service	Staffing				

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	11.1 Recruit Landscape Officer to help deliver on existing commitments	Landscape Officer appointed	Sep 04	Landscape Architect started in Jan 05	Appointment of Landscape Architect delayed until staffing / grading proposals agreed by Personnel in June/July 04. Staff recruitment phased in two tranches, giving priority to those considered to have most immediate front-line benefits.
	Strategic Planning				
	11.2 Develop a strategic plan for the Landscape service to feed into future Service Performance Plans.	Strategic Plan produced.	Dec 04	Aiming at producing an outline framework for the Strategic Plan by Mar 05.	
	Environmental Audit				
	11.3 Review options for an Environmental Audit system with Chief Executives Department.	An appropriate course of action agreed with Chief Executive's Department.	Already completed	Environmental Management Scheme Steering Group formed in Apr 04 to co-ordinate work on the development of a corporate sustainability audit approach (subsequently became Sustainable Development Action Group SDAG). Objectives of Countryside Service subsequently pursued through this group.	
	11.4 Report to Environment & Heritage Overview & Scrutiny Committee on the principle of adopting a sustainability audit approach.	Report to Scrutiny.	May 04	Report submitted to Scrutiny Committee in May and approval given to the development of a Sustainable Development Appraisal system which would incorporate environmental audit. Further report submitted to Scrutiny Committee in December 04 and approval given to new NYCC sustainability policy. Implementation of policy now being pursued through development of an action plan.	
	11.5 Prepare draft sustainability audit policy and procedures in the form of a guidance manual.	Draft Guidance Manual produced.	Dec 04	To be progressed as part of the work of SDAG - see above	
	11.6 Discuss draft policy with other Directorates – report to Corporate Asset Group.	Report to Corporate Asset Group.	Jan 05	To be progressed as part of the work of SDAG - see above	

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	11.7 Develop closer links with key NYCC Business Units to seek early involvement in project development.	List of Business Units identified and meetings held with BU Heads.	Dec 04	<p>Archaeology and Ecology Teams already represented at Major Schemes Liaison meetings.</p> <p>Archaeology has input to National Streetworks Gazeteer Group.</p> <p>Client Unit already consults Archaeology and Ecology on all bridge works.</p> <p>Heritage represented on cross-Directorate Cultural Strategy Group.</p> <p>More systematic approach to developing Business Unit links being developed and to be finalised upon appointment of Heritage Manager in Apr 05.</p>	
	Development Control				
	11.8 Provide an enhanced level of landscape advice to Planning Policy and Control following the appointment of additional specialist staff.	85% of consultations to be evaluated for their landscape impact within 21 days.	2004/2005	To be progressed following appointment of new member of staff in Jan 05.	<p>Appointment of Landscape Architect delayed until staffing / grading proposals agreed by Personnel in June/July.</p> <p>Staff recruitment phased in two tranches, giving priority to those considered to have most immediate front-line benefits.</p>
	NYCC Land and Property				
	11.9 Develop the landscape client role to provide a specialist input into NYCC promoted projects.	<p>4 liaison meetings held with Client Unit each year</p> <p>Provide landscape input into 50% of major NYCC schemes.</p>	2004/2005	Aiming to agree a framework for regular liaison meetings with client Unit by Mar 05.	
	Woodland Management				
	11.10 Discuss options for joint funding with Yorwoods and Forestry Commission.	Options agreed.	Apr 04	Joint funding package agreed in principle and approved by Yorwoods Steering Group in Apr 04.	Future progress will be determined by level of new NYCC match funding available in 05/06 and level of external partnership support.

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	11.11 Discuss existing woodland management projects with National Parks.	National Park discussions completed.	May 04	To be progressed.	Inappropriate to pursue until new NYCC match funding secured.
	11.12 Develop project brief and agree with Yorwoods and Forestry Commission .	Project Brief agreed.	Jun 04	To be progressed.	Inappropriate to pursue until new NYCC match funding secured.
	11.13 Submit bids for external funding	Funding bid submitted.	Oct 04	To be progressed.	Inappropriate to pursue until new NYCC match funding secured.
12. Howardian Hills AONB	12.1 Review service performance measures and identify a more robust mechanism for measuring customer satisfaction.	Revised customer satisfaction measures in place.	Apr 04	It is proposed to identify appropriate Local Performance Indicators for monitoring the effectiveness of the AONB Unit, the condition of the AONB and the level of customer satisfaction by Mar 05. Draft condition indicators have been developed and will be tested through an AONB partnership group meeting in Feb 05.	
13. A Rural Regeneration Initiative	13.1 Discuss options for joint working with Economic Development	An appropriate course of action agreed with Economic Development.	Already completed	Meetings held with Economic Development in Oct 03 and Dec 03 and agreement reached to convene a Steering Group of key partners to discuss the potential for a new Initiative.	

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	13.2 Convene meeting of Steering Group of key partners to consider potential for a new initiative	Steering Group meeting held.	Already completed	<p>Steering Group of key partners held in Jan 04 to discuss existing approaches and the potential for a new Initiative. Agreed to review the position again when Government response to Hoskins received and when NYCC research on the New Rural Economy was completed.</p> <p>New Rural Economy Seminar with wide range of partners held in June 04 to consider results of NYCC research and agree key priorities for future. Agreed need to review other good practice rural regeneration initiatives and consider possible model for North Yorkshire.</p> <p>Participated in sub-group meeting in Aug looking at regeneration projects for 'Heritage Landscapes'</p>	
	13.3 Depending upon the outcome of the Steering Group, NYCC research and the Government response to the Haskins report, hold a seminar with a wider partnership to seek support for a new initiative.	Seminar held.	Sep 04	To be progressed.	<p>Further progress dependent upon external initiatives and development of New Rural Economy research.</p> <p>Work on rural regeneration has been led by the Economic Development Unit through the New Rural Economy research. Links with the Countryside Service will be pursued more actively when remaining Section Heads are in post.</p>
14. A Promotion / Education Strategy	14.1 Agree a strategy to launch the new Countryside Service with the Head of Communications.	Launch Strategy agreed .	Already completed	Outline strategy discussed and agreed with Head of Communications in Feb/Mar 04.	

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	14.2 Launch the new Countryside Service at appropriate locations to link with one or more elements of the new Service e.g the commencement of the new Rural Archaeology Service (see above) and/or a new local access initiative.	Launch events held.	May-Sep 04	<p>Press release issued and photocall on start of new service after BVR proposals agreed by Executive in Mar 04.</p> <p>Press release issued on appointment of Head of Countryside Services in May 04.</p> <p>Main Launch event for the Countryside Service took place in July 04 involving a presentation followed by site visits in the Boroughbridge area to look at service improvements on the ground. Attended by approx 50 delegates and resulted in very positive feedback.</p>	
	14.3 Review options for strategy preparation with Head of Communications.	Meeting held with Head of Communications.	Already completed	Meeting held with Head of Communications in Dec 03 and a full range of options were reviewed.	
	14.4 Prepare brief for Strategy and agree with Head of Communications	Strategy brief agreed	Jun 04	Agreed with the Head of Communications that it would be more appropriate in the short term to concentrate resources on the launch of the Countryside Service, as this would consider short-term publicity needs and branding issues.	
	14.5 Prepare Strategy in-house or, if not feasible, commission consultants	Strategy commissioned.	Aug 04	<p>In-house assistance obtained from Communications Unit on short-term strategy linked to launch of the Service.</p> <p>Now considered more appropriate to prepare a longer term strategy at a later stage when dedicated resources are available, Section Heads have been appointed and priorities of the service have been developed through Service Planning.</p>	No specific budget allocated for employment of consultants, which constrained scope of this work.

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	14.6 Integrate Strategy recommendations into the work of the Service.	Recommendations integrated into the work of the Service	2004/2005	<p>To be undertaken as part of future Service Performance Planning (see above).</p> <p>Some early improvements already made include:</p> <ol style="list-style-type: none"> 1. Development of a standard house style for service literature. 2. Preparation of a display on the work of the Countryside Service. 3. Production of a series of publicity leaflets for the launch of the service covering: the Countryside Service; using the PROW network; landowner PROW responsibilities; the PROW Improvement Plan; Open Access; Volunteering; Rural Heritage; and advice for owners of historic buildings. Additional draft leaflets in preparation on the archaeology service, building conservation service and a series on the ecology service. 4. Production of a series of technical guidance notes using the Countryside Service house style. First notes published in the series include: historic buildings (guide to protection), and lime mortars. A third on repair of windows currently being finalised. 5. Development of standard branding for the service and a standard range of outdoor gear. 6. Preparation of a rolling programme of publicity events. 7. Appointment in Nov 04 of Co.Cllr Heather Garnett as 'Heritage Champion' to promote NYCC's role in the conservation of the historic environment - launch and programme of related events being planned for 2005 aimed at raising the profile of the historic 	

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	14.7 Implement a regular programme of 'good news stories' to publicise the work of the service.	Publish at least 6 press releases each year to promote the work of the service.	2004/2005	8 press releases have been published to date: 1. Approval for the new Countryside Service in Mar 04. 2. Appointment of the new Head of Countryside Services in May 04. 3. Launch of the 04/05 SINC Survey Programme in June 04. 4. Formal Launch of the Countryside Service in July 04. 5. Views on issues for Public Rights of Way Improvement Plan in Aug 04 6. Completion of Ashfoldside Beck bridleway bridge in Aug 04. 7. Appointment of the Volunteer Co-ordinator in Nov 05 8. Promotion of the Rural Archaeology service in Jan 05	
	14.8 Produce an annual newsletter 'NYCC Countryside News' to publicise the work of the service	Annual edition of NYCC Countryside News published	2004/2005	To be progressed in 2005 when more key service improvements have been made.	
15. E-Government	15.1 Determine level of priority for the Countryside Service within the NYCC corporate ICT Strategy with Directorate E-Government Officer.	Level of priority determined with E-Government Officer.	Jun 04	Agreed with E-Government Officer that there will be a dedicated Countryside Service web-site	
	15.2 Develop options for e-Government and digitisation and discuss with E-Government Officer.	Options agreed with E-Government Officer.	Aug 04	Planning & Countryside Unit Management Team agreed in Aug 04 a timetable to deliver E-Government and to form a working group to ensure implementation by early 2005. This will also look at the GIS needs of the service and identify a timetable for progression.	

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	15.3 Prepare an E-Government Strategy for the Service and identify priorities for digitisation.	E-Government Strategy in place.	Dec 04	E-Government Strategy to be developed as part of above initiative.	
	15.4 Complete digitisation of the Definitive Map.	Definitive Map fully digitised.	Dec 04	To be progressed.	
	15.5 Within the context of the service E-Government Strategy develop a Countryside Services page on the new NYCC website – give priority to inclusion of a working copy of the Definitive Map.	Countryside Service web-page in place.	Mar 05	<p>Agreed with E-Government Officer that there will be a dedicated Countryside Service web-site.</p> <p>PROW website link already developed and has been updated in relation to PROW improvement Plan and Open Access to link to new corporate NYCC web-site.</p> <p>Archaeology website link already developed</p>	
16. External and Internal Links	Business and Economic Links				
	16.1 In conjunction with the Economic Development Unit, develop links with key local businesses to secure their support for service developments and their financial support for local programmes of work	<p>Database of businesses established.</p> <p>External private sector funding secured from local businesses within each area.</p>	2004/2005	<p>Database of 500 key businesses established. Initial contact made in summer to seek views as part of PROW Improvement Plan. Contact previously made with Chambers of Trade in May 04.</p> <p>Contacts already made with some key businesses to attract sponsorship for PROW.</p>	

Recommendation & Related Issues	How	Measure	Target Date	Action Taken (Items in bold expected to be wholly or largely completed by March 05)	Issues / Constraints
	16.2 Identify mechanisms for linking the work of the Countryside Service to local economic drivers – contribute to ongoing NYCC research on the New Rural Economy.	Meeting held with NYCC Consultants to identify potential links.	Already completed	<p>Meeting held with consultants in Jan 04 which clarified potential links with the Countryside Service.</p> <p>New Rural Economy Seminar with wide range of partners held in June 04 to consider results of NYCC research and agree key priorities for future. Agreed need to review other good practice rural regeneration initiatives and consider possible model for North Yorkshire.</p> <p>Participated in sub-group meeting in Aug 04 looking at regeneration projects for ‘Heritage Landscapes’</p>	Work on rural regeneration has been led by the Economic Development Unit through the New Rural Economy research. Links with the Countryside Service will be pursued more actively when remaining Section Heads are in post.
	Community Links				
	16.3 Participate in the work of the Selby Environment Partnership to form a link between the work of the Countryside Service and community planning – attend inaugural meeting of the Partnership.	4 meetings of Environment Partnership attended.	2004/2005	Inaugural meeting attended on 15 Dec 03. Not possible to attend subsequent meetings due to more pressing work priorities.	
	16.4 Participate in the work of the North Yorkshire Strategic Partnership to form a link between the work of the Countryside Service and community planning.	Active involvement in the work of the North Yorkshire Strategic Partnership.	2004/2005	To be progressed.	
	16.5 Develop links with other local environmental theme groups arising from work on Community Planning and Local Strategic Partnerships.	Active involvement in local environmental theme groups in each area for which they are established.	2004/2005	<p>Biodiversity Officer now attends meetings of environmental groups for Richmondshire, Hambleton, Craven and Harrogate.</p> <p>Head of Service attends Selby meetings.</p>	
	Internal Links				
	16.6 Establish and maintain ongoing links with key NYCC Services which inter-relate with the work of the Countryside Service.	Liaison mechanisms in place and regular links maintained.	2004/2005	<p>Links already established with Education, Social Services, Economic Development and LTP as part of PROW improvement Plan.</p> <p>Links for the wider service still to be progressed, although those with Economic development already much stronger.</p>	

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17. Continuous Improvement Planning	Best Value Review of Countryside Services				
	17.1 Report to Best Value Review Team on Final Report and Improvement Plan.	Report to Best Value Review Team.	Already completed	The Best Value Review Team approved the Final Report and Improvement Plan in Jan 04.	
	17.2 Report to Environment & Heritage Overview & Scrutiny Committee on proposals for Management Review.	Report to Scrutiny Committee.	Already completed	Reported to Scrutiny Committee on proposals for a Management Review of Building Conservation and Archaeology in Feb 04.	The Management Review was subsequently deferred until late Oct / early Nov 2005 due to other priorities within the corporate Performance Management work programme.
	17.3 Report to Executive on Final Report and Improvement Plan.	Report to Executive.	Already completed	Executive Members approved the Final Report and Improvement Plan in Mar 04.	
	17.4 Audit Commission Final Inspection	Inspection Report	Apr 04	The Audit Commission Final Inspection took place during Sept 04 and the draft report was received in Nov 04. Comments were submitted in Dec 04 and the final report is awaited. Draft report assessed the service as a 'fair service with excellent prospects for improvement' Input from the Countryside Service also made into an external Inspection of Cultural Services during Nov 04. Draft report awaited.	
	17.5 Report to Environment & Heritage Overview & Scrutiny Committee on proposals for Management Review	Report to Scrutiny Committee	Dec 04	No longer to be undertaken this year.	The Management Review has subsequently been deferred until end Oct / early Nov 2005 due to other priorities within the corporate Performance Management work programme.
	Monitoring				
	17.6 Report to Environment & Heritage Overview & Scrutiny Committee on implementation of the Service after 6 months and thereafter as requested.	Report to Scrutiny Committee	Dec 04	The report to Scrutiny Committee was made in Jan 05.	

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	17.7 Develop baseline indicators in conjunction with English Nature, English Heritage, the Environment Agency and the Countryside Agency to enable the success of the Countryside Service to be evaluated annually – feed indicators into the NYCC Corporate Plan.	A set of baseline indicators agreed with key Government Agencies and incorporated into the next review of the Corporate Plan.	Dec 04	To be progressed as part of preparatory work for the 2005/06 Service Plan.	DCMS and English Heritage are already developing national PIs for the historic environment and it is unclear how the timescale for this work will relate to necessary work on local indicators.
	17.8 Set up consistent processes across the service for measuring achievement of customer outcomes and levels of customer satisfaction – feed into future Service Performance Plans and annual reports to Scrutiny.	Report on performance indicators and customer satisfaction measures prepared to feed into next Service Performance Plan.	Dec 04	To be progressed as part of preparatory work for the 2005/06 Service Plan. Customer satisfaction measures already in place for some aspects of heritage work but need to be reviewed to achieve a more consistent and robust approach.	
	Benchmarking 17.9 Continue existing Benchmarking of countryside services within the Northern Counties Benchmarking Group.	Hold at least 1 annual meeting of Northern Counties Benchmarking Group.	2004/2005	To be progressed.	The Regional Government Referendum had key implications for the future work of this Group, suggesting that future meetings should be postponed until any implications for the future pattern of local government pattern had been clarified. Now that any future review has been postponed indefinitely, it would seem appropriate to reconsider the matter. Consideration will be given to meeting during 2005 to review the need for further work. DCMS and English Heritage are also to consult shortly on national benchmarking for the Historic Environment Record.
	Service Improvements 17.10 Process map selected elements of the service on an annual basis to identify cost savings and feed into annual service plans.	3 process mapping projects undertaken each year.	2004/2005	To be progressed as part of preparatory work for the 2005/06 Service Plan. Some limited draft process mapping has recently been attempted in some parts of the service.	