



Northumberland
NATIONAL PARK

Best Value Performance Plan



2000/01

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Northumberland National Park Authority is responsible for the preparation of the Performance Plan and for the information and assessments set out within it, and the assumptions and estimates on which they are based. The Authority is also responsible for setting in place appropriate performance management and internal control systems from which the information and assessments in the Performance Plan have been derived. The Authority is satisfied that the information and assessments included in the plan are in all material respects accurate and complete and that the plan is realistic and achievable.

PART I

Introduction

Northumberland National Park was created in 1956. For 40 years it was administered by a committee of Northumberland County Council. In 1997 Northumberland National Park Authority was established as an organisation in its own right.

As part of the Local Government Act 1999, Northumberland National Park Authority is required to produce a Best Value Performance Plan. The aims of Best Value are to:

- place greater emphasis on the recipients of the services provided
- improve performance
- achieve value for money
- improve corporate working (within the authority and with other authorities)
- improve democratic accountability

The role of the Best Value Performance Plan is to provide a document by which the National Park Authority can be held to account for the efficiency, effectiveness and economy of its services. In addition the Plan will show the Northumberland National Park Authority's proposals for improving its services.

This Plan has been produced following inputs and comments from the Northumberland National Park Authority's partners and stakeholders. Wider consultation will take place following the publication of this Plan in March 2000. The Plan will be formally assessed by:

- staff involvement in working to set targets
- appointed external auditors so that an assessment can be made of performance and use of public funds

This draft plan shows how the Northumberland National Park Authority (NNPA) spent its resources and performed in 1998/99, its forecast for this year (1999/2000), the budget plan for next year (2000/01) and an indication of what the National Park Authority would wish to do if additional government funding were approved for the 2001/02 financial year.

In detail the plan includes a:

- summary of the Northumberland National Park Authority's objectives in each of its functions
- summary of the current performance
- comparison with performance in previous financial years and targets for future years
- summary of the Northumberland National Park Authority's approach to efficiency improvements
- summary describing the fundamental service review programme
- plan of action
- consultation plan and
- a financial statement

The Best Value Performance Plan has been divided into three parts:

Part I General issues and explanations

Part II Detailed plans and measures

Part III Detailed figures

This is the first Best Value Performance Plan for Northumberland National Park Authority. Many of the performance measures have been recently agreed at national level and as a result can not be readily compared over time. The framework is seen as sound and in time the Best Value Plan will undoubtedly improve in both content and style.

What is Northumberland National Park?

Parliament has determined that the most beautiful, spectacular and dramatic areas of England and Wales should be given the status of National Park and that their conservation and public understanding and enjoyment of them should be the concern of a special local authority.



Northumberland National Park is remote, wild and sparsely populated. Only around 2,000 people live in the 400 square miles of the Park. Northumberland National Park is unique in its sense of space and the breadth of its historical legacy. Hadrian's Wall, now a World Heritage Site, spans the Park's southern boundary. The high windswept moors of the Borders, the Wark and Kielder Forests and the rivers Rede and North Tyne comprise the central sector. The Cheviot Hills to the north with wide horizons, big skies and a glimpse of wilderness are the essence of National Parks and why they are important to people.

The National Park Authority: Its Purposes, Powers and Duties

Northumberland National Park Authority (NNPA) is an independent body, part of the local government of Northumberland. There are 22 Members, twelve are elected Councillors appointed to the National Park Authority by the County Council (six) and District Councils (six). The Secretary of State for the Environment, Transport and the Regions appoints ten Members, six to represent the wider public interest and four on the recommendation of Parish Councils to represent them.

Within the National Park we do some, but by no means all, of the work done by the County Council and District Councils outside.

Our powers and duties are laid down by Parliament and the designation has two statutory purposes:

- (i) *conserving and enhancing the natural beauty, wildlife and cultural heritage of the National Park and*
- (ii) *promoting opportunities for the understanding and enjoyment of the special qualities of those areas by the public.*
(Section 61, Environment Act 1995)

It is also the duty of the National Park Authority

“in pursuing in relation to the National Park the purposes specified, that it shall seek to foster the economic and social well-being of local communities within the National Park, but without incurring significant expenditure in doing so, and shall for that purpose co-operate with local authorities and public bodies whose functions include the promotion of economic and social development within the area of the National Park.”
(Section 62, Environment Act 1995)

Other principal duties apply to National Parks, in particular:

“if it appears that there is a conflict between those purposes, any relevant authority shall attach greater weight to the purpose of conserving and enhancing the natural beauty, wildlife and cultural heritage of the area comprised in the National Park.”
(Section 62, Environment Act 1995)

and

It is the duty of every public body, public office holder and public utility, including the National Park Authority, to have regard to the National Park purposes in their work.

Achieving National Park Purposes

Part II of this plan explains how we will achieve the statutory National Park purposes. In terms of principles, everything we do must relate to those two purposes, but we will collaborate with others in partnerships which aim to achieve our purposes and theirs. We will also be outward looking and creative to ensure that wherever possible local social and economic well-being benefit from the work we undertake.

Our Vision

Integration of National Park purposes and local socio-economic well-being is at the heart of our long term vision for the National Park, which is that in 2020 Northumberland National Park will be:

- **a predominantly open upland landscape with a true sense of tranquillity and distinct character associated with hill farming activity**
- **with increased biodiversity overall and a landscape and natural history enhanced by radical restructuring / removal of conifer plantations and extension of native woodland**
- **in which tourism activity is based on the natural and cultural / historic assets of the area and which makes a substantial, positive contribution to the local economy and fosters better understanding between town and country**
- **and in which there is a thriving local economy and community making the National Park a good place to live and work.**

Consultation with stakeholders suggests that in addition to the agreed vision:

- **the Northumberland National Park Authority ought to relate itself to the Region**
- **the Northumberland National Park Authority should ensure cultural heritage features in the Vision Statement**
- **as military training covers nearly quarter of the Park that the issue should appear in the Vision Statement**
- **the Northumberland National Park should be a role model for sustainable development.**
- **hill farming should be recognised as being essential for the landscape and the cultural character of the Park**

Stakeholders

National Park designation does not affect ownership and existing land uses continue. There is a resident population and around 1.4 million people visit Northumberland National Park each year. All those who live in Northumberland National Park, make a living there or visit, and a wide range of public bodies and voluntary groups constitute our stakeholders. In some way they each have an interest in our work and the future of the National Park. We need to consult with all of these people; make decisions which balance different interests and National Park purposes; plan for the long term and influence the decisions of those whose actions may enhance or detract from the special qualities of the area.

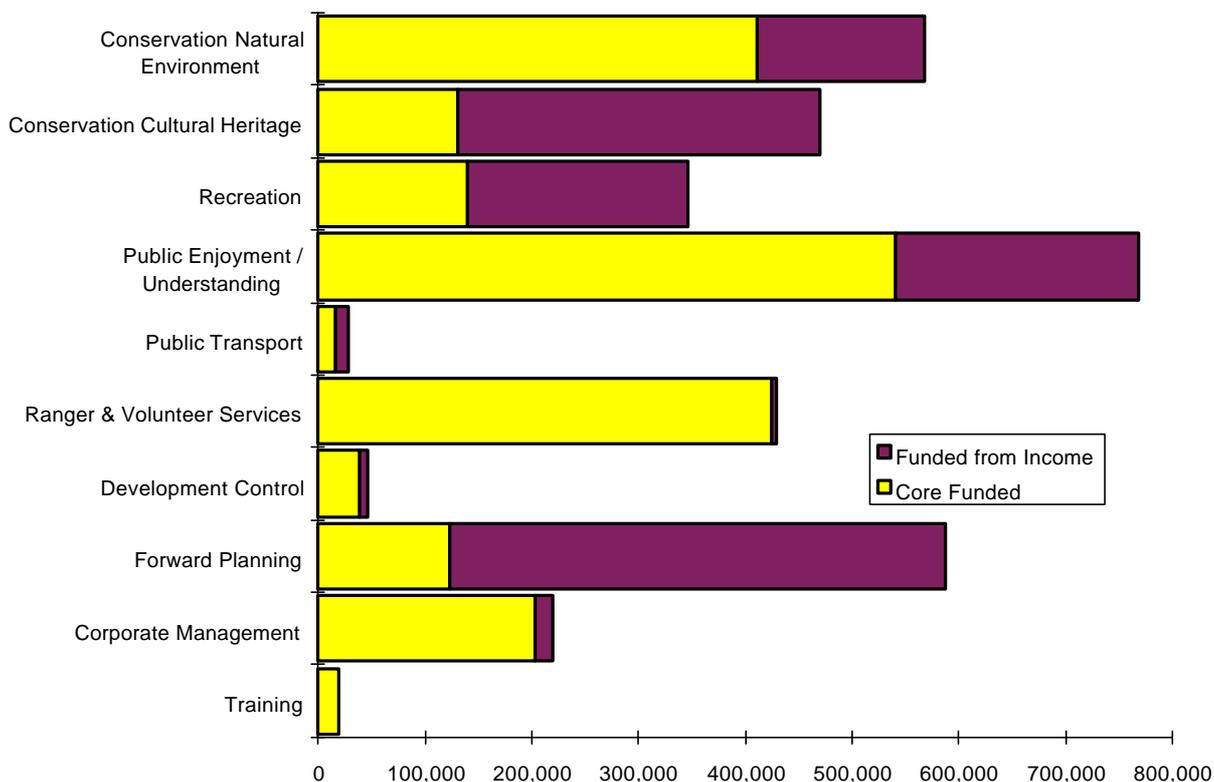
We aim for sustainable development because that is in the long term interests of Northumberland National Park and its people.

Available Resources: Staff and other

Government provides Northumberland National Park Authority with an annual grant to cover the costs of running the Authority. At about **£1.8m** in 2000/01 this is the lowest government grant given to any Park Authority in England and Wales. This historical situation does not reflect our need and has been addressed as part of a more rational basis of allocating grant to the country's National Park Authorities and a fairer distribution of government funds ought to be implemented from 2001.

Faced with inadequate government funding the Northumberland National Park Authority has been active in both generating its own income and in attracting external grant towards its core priorities. So in the 2000/01 budget Northumberland National Park Authority has the following resources available:

Core Government Funding	£1,745,000
NPA Income Generation	£222,000
External Grant Aid Secured	£1,256,000
Funding from Capital Receipts	£25,000
Funding from Balances	£132,000
Total Source Resources for 2000/01	£3,380,000



The above diagram illustrates Northumberland's reliance on external grant and income generation to undertake works in the statutory areas of conservation, recreation and public enjoyment. The huge amounts of external grant in the areas of Cultural Heritage, Recreation and Forward Planning are due to NNPA's success in leveraging-in Lottery, EU, Landfill tax, business and voluntary sector funding for major projects such as Thirlwall Castle, Hillforts, Hareshaw Linn, 'People and Place' and the 'Electricity for Enterprises' schemes.

Of the £3,380,000 annual budget the resources are currently allocated as follows:

External Grant Aided Projects	£1,278,000
Staffing Related Costs	£1,240,000
Building & Site Costs	£134,000
All Other Activities	£728,000
Total Use of Resources for 2000/01	£3,380,000

In addition to the annual budget Northumberland National Park Authority also has the following resources:

- 53 staff (full time equivalents)
- 95 volunteers
- £1.6m of fixed assets including 7 toilets blocks/ car parks, 2 visitor centres, 4 historic sites

Contrary to popular belief, Northumberland National Park Authority does not own significant areas of the National Park - indeed less than 1% of the 400 square mile area of the National Park is owned by Northumberland National Park Authority.

Delivering the Vision

Starting to deliver the Vision 2000/01

In setting the 2000/01 Budget the NPA consulted stakeholders with the aim to start delivering on its newly agreed Vision for the Park for the year 2020. The NPA had at its disposal some £130,500 of additional resources as a result of:

- (i) £50,000 of additional National Park Grant from Government received in March 2000;
- (ii) £27,500 using of capital receipts;
- (iii) £35,000 on-going savings resulting from a restructuring of the senior management;
- (iv) £18,000 of prior year underspends.

The National Park Authority set the following priorities for additional spending in 2000/01.

In meeting the First Point of the Vision statement

- **Tranquillity** - £5,000 to fund a placement to assist staff to undertake work to create more effective tranquillity areas especially reducing the intrusive aspects of motorcycling and quad bikes in inappropriate parts of the Park

In meeting the Second Point of the Vision Statement

- **Woodland** - £20,000 to provide grant aid for identified projects to create additional areas of native woodlands and remove unsightly conifer blocks
- **Wetlands** - £2,000 to enable additional bio-diversity work

In meeting the Third Point of the Vision Statement

- **Social Inclusion** - £12,000 to enable the NPA to undertake minor site improvements and to purchase professional assistance to develop future projects based around health, ethnic minorities and meeting the requirements of the Disability Discrimination Act
- **Visitor Centres and Sites** - £10,000 to extend opening into Winter on a trial basis, utilise more of the Rothbury centre and improve visitor sites
- **Directional Signing** - £7,000 to provide additional roadside “brown” tourist signs to attract additional visitors to the NPA’s visitor centres to improve the use of these fixed assets

In meeting the Fourth Point of the Vision Statement

- **Padgepool Place** - £17,500 to provide information and interpretative displays for the new community partnership centre at Wooler
- **National Park Management Plan** - £10,000 to promote and publicise and widely consult on the next Plan
- **Volunteers** - £4,000 to support the increased activities of the National Park Voluntary Warden Service and the National Park Fell Rescue Team

Other Priorities

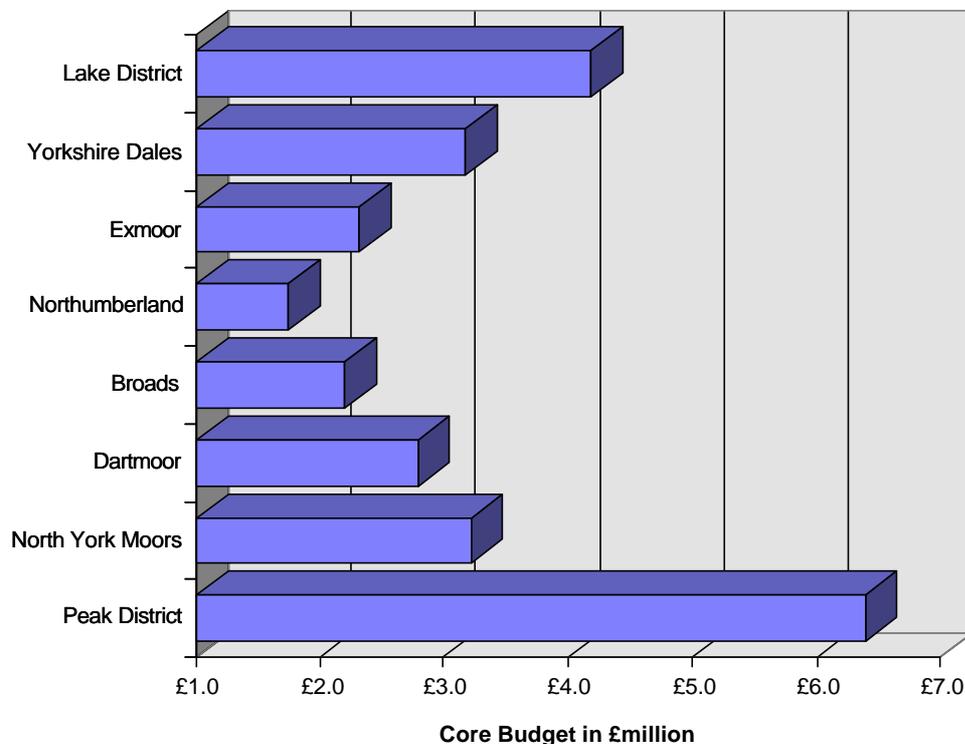
- **Geographical Information System** - £8,000 to extend a temporary post to enable the NPA make a more longer term decision on the future benefits of GIS in relation to improve management of the Park
- **Communications** - £20,000 to create a new permanent part-time post of Communications Officer in order to improve the NPA’s performance in this key area

Unavoidable Commitments

- **Planning** - up to £10,000 to provide additional professional support to the Development Control contract whilst the service is being reviewed as part of Best Value
- **Corporate Activities** - £5,000 of additional funding for the Association of National Park Authorities to promote the interests of all the English and Welsh National Park Authorities

Taking forward the Vision 2000/01 onwards

The pattern of National Park grant distribution was set in the mid-1970's. As a result Northumberland NPA receives far less than any other English National Park Authority. For example Northumberland is twice the size of Exmoor and has the same number of visitors but Northumberland receives 35% less than its southern associate. The following graph shows the distribution of core government national park funding in 2000 - it is virtually identical to that of a generation ago.



The National Park Authority has campaigned for many years for a more rational distribution of core Government funding. This has been accepted by the Countryside Agency who established a review in 1998 - the Protected Areas Funding study. This resulted in a new formula for funding which will be able to assess the demands on the NPA and help compensate, for example, for the absence of agri-environment funds via Environmentally Sensitive Area status - (worth, for example, in excess of £5m per annum to the Lake District) the Study concluded that Northumberland ought to receive a fairer share of the national cake.

The National Park Authority is requesting an additional £1.9 million in its core budget in the next few years. Some of the funding will be required for ongoing commitments and also for new legislation but the vast bulk of the funding is required for the NPA to catch-up with the better funded English NPA's and to deliver its new Vision of the Park in the year 2020.

Within the next three to five years Northumberland National park Authority is seeking additional funds to deliver the following

Vision Point 1 *“a predominantly open upland landscape with a true sense of tranquillity and distinct character associated with hill farming activity”*

- (a) £500,000 for an area-based Park specific agri-environment scheme which would also lever in substantial public / private sector funding (likely to be in excess of £1 million pa). This would be a unique partnership arrangement involving cross-government department and agencies, the NPA, EU and Lottery funds with business support. The aim would be to build on the successful projects in the Cheviots and Hadrian's Wall areas of the Park to produce a tailor-made integrated agri-environment scheme that would realise the conservation capital of the Park while maintaining the integrity of the local community with its distinctive culture and traditions. Farmers would receive

grants to assist in protecting and enhancing the natural environment, built and cultural heritage which would also assist their businesses either to become more efficient or to diversify. Elements of the project such as marketing and product development - which add value to the local product - would extend into the associated local market towns of Hexham, Wooler, Alnwick, Rothbury and Bellingham.

Vision Point 2 “increased biodiversity overall and a landscape and natural history enhanced by radical restructuring / removal of conifer plantations and extension of native woodland”

- (b) £200,000 for landscape enhancement and bio-diversity works, principally in the areas of Native Woodlands, which would build on the work and private / public sector partnerships created under the Forestry Commission’s “Native Woodland Challenge Scheme”. The £200,000 would lever-in other public and private sector funding sufficient to repair past errors in woodland planting and create 100ha of new native woodlands each year meeting the Bio-Diversity action plan targets, supporting local business and assisting in rural diversification through job creation and enhancement of recreational land tourism potential.
- (c) £50,000 for baseline monitoring of the state of the park which will report on the environmental qualities of the Park in a way that informs decision makers and reports in a format that is readily presentable to the public. This is action which would be developed jointly with other NPA’s and has been agreed corporately at the National Park Authorities’ Data Working Group as a future priority. Information would include such issues as tranquillity mapping

Vision Point 3 “tourism activity is based on the natural and cultural / historic assets of the area and which makes a substantial, positive contribution to the local economy and fosters better understanding between town and country”

- (d) £400,000 for projects to meet the government’s social inclusion objectives. In particular there are opportunities to enhance activity in three areas: health; working with disadvantaged groups, in particular young people and minority ethnic communities to increase participation in countryside recreation and to ensure ‘access for all’ taking the ‘town to the country - and the country to the town’. Underpinning all areas of activity is the need to ensure that all National Park activities and services meet the physical and intellectual needs of the Disability Discrimination Act. The existing pilot Health Walks project is seen as a forerunner to a more comprehensive scheme targeting 10 towns/villages in and around the National Park, delivering in excess of 600 Health Walks and developing local waymarked routes to meet local and visitor needs. There are opportunities for the National Park to facilitate structured programmes of outdoor activities aimed at young people between the ages of 8 -25 years. Exchanges between young people who live in the Park and those that live in disadvantaged areas in the Region are envisaged. Ethnic communities are particularly under represented in visits to the countryside and there is potential, in partnership with others to target certain groups, to identify and remove barriers to access and so encourage participation. We aim to work with education authorities, community groups, the Youth Hostels Association and others.
- (e) £100,000 to provide funding to extend, geographically, existing education and life long-learning partnerships. This would take the National Park to urban schools in both South East Northumberland and Tyneside - areas of very high economic and social deprivation where access and understanding of the countryside is very, very poor. The NPA will utilise existing capital structures, often belonging other partners eg the Youth Hostel Association and Local Education Authorities in order to optimise utilisation of public assets.
- (f) **New Legislation £100,000** -the Countryside Bill would require the NPA to produce plans and facilities for enabling access to as much as 60,000 - 70,000 ha of land over which the public will have freedom of access. This is virtually 10% of the national target and will need to be managed in a way that derives maximum benefit to the public whilst minimising disturbance to land managers. It is estimated that the NPA will need £100,000 new funding to provide staff, information and minor site works to implement the access legislation in an effective manner.

Vision Point 4 “a thriving local economy and community making the National Park a good place to live and work”

The Park Authority will operate in ways which aim to achieve National Park purposes while fostering local social and economic well-being. In that sense existing and new expenditure will contribute to

underpinning our distinctive rural communities with their characteristic language, culture and traditions. In addition we have identified:

- (g) £250,000 for new work that would promote practical sustainable rural development in the National Park. This would enable us to play an active part typically in association with local people in the support and diversification in the non-agricultural economy by exploiting the environmental and cultural assets to create jobs and underpin businesses. Two identified areas of include the NPA playing an active part in the conservation of the natural and built environment of the Hadrian's Wall World Heritage Site where the issues of public access and sensitive conservation / protection are most focused. The second identified area would be in developing and supporting local cultural traditions and heritage in innovative ways which enhance the lives of the local community and maintain local distinctiveness whilst providing a marketable tourism product.
- (h) £50,000 for enhancement works to the Authority's culturally significant buildings, villages and settlements. This would enable the NPA to develop village enhancement schemes that would produce significant and lasting improvements to safeguard the important buildings and improve the villages for the benefit of the local communities and visiting publics' benefits
- (i) £150,000 to improve integrated traffic management and public transport in and to Northumberland National Park. Priority areas would include provision of adequate public transport, traffic calming measures, projects to accelerate low impact modes of transport especially cycling as well as exploring the scope for green ways 'traffic light' areas of the Park.

The National Park Authority has refocused its Vision to be relevant to today's agenda and the bid has been developed on the basis developing the Vision and meeting the government priorities as advised by the Countryside Agency. The following table shows how the two are linked



Countryside Agency
Priorities linked to NPA
Vision Priority Projects



Amount of Bid in £000's	NPA Vision Point	Integrated traffic management & public transport	Access to Open country	Sustainable Rural Development in general	Social Inclusion	State of Parks Info
a) Agri-environment scheme	1			£500		
b) Native woodlands & bio-diversity	2			£200		
c) State of Park Monitoring	2				£0	£50
d) Social inclusion access projects	3				£400	
e) Life-long Learning projects	3				£100	
f) Open Access Legislation	3		£100			
g) Environmental & cultural asset conservation	4			£250		£0
h) Village enhancement	4			£50		
i) Traffic and Transport	4	£150				
Total	1,800	£150	£100	£1,000	£500	£50

In addition the NPA requires ongoing extra resources of £100,000 to meet **legislative commitments and inflation**. The Audit Commission calculation suggests that the average local authority is having to spend 0.05% of its resources on Best Value. Northumberland NPA is not average - it is very small and suffers from diseconomies of scale. It is estimated the NPA needs about £40,000pa to meet the additional audit, study and consultation costs. No allowance has been made for this in the NPG so far. Other unavoidable commitments include pay and prices at about £60,000.

The additional £1,840,000 of resources sought by the National Park Authority would be planned to be allocated over two financial years to the following functional areas of work.

Northumberland NPA's Bid	Bid Year	Bid Year
in £000's	2001/02	2002/03
Natural Environment	650	1,300
Cultural Heritage	275	550
Recreation Management	300	500
Promoting Understanding	300	500
Traffic & Transport	75	150
Rangers Services & Volunteers	0	0
Development Control	0	0
Forward Planning	50	50
Corporate & Democratic Core	40	40
Training	0	0
Total Gross Expenditure	1,690	3,090
Additional external funding	620	1,250
Additional Bid	1,070	1,840

Best Value Plan
The NPA has agreed its corporate approach to Best Value with links to Annual Budget setting and National Park Management Plan.
NNPA has set its overall Vision for the National Park for the next 20 years after the Management Development Initiative for members and senior staff. This in turn has been communicated to all staff. The vision is subject to consultation and as a result may well be amended in 2000.
Corporate Objectives have been agreed in the Best Value Performance Plan.
A five year programme to review all services plus some cross-cutting issues has been agreed by NNPA.
NNPA has established a mechanism to undertake Best Value Reviews.
NNPA has begun a pilot Best Value study for the Development Control service.
NNPA has established a Management Group of members to lead policy development and a Review Panel of members to scrutinise the performance of NNPA.
The 2000/2001 budget process has been linked directly to the Best Value Performance Plan.
Service targets for 2000/01 will be influenced by staff appraisal interviews and the targets will be added to individual work programmes and externally verified as part of the Investors in People programme.
At a national level the NPA's have agreed a corporate set of Performance Indicators. This first set-of indicators will be trialed in the first Best Value Performance Plans (BVPPs) and further refined in time for the publication of second BVPPs in 2000/01

Best Value Plan *continued*

Stakeholder consultation was successfully completed in February and March 2000 and has assisted NNPA in finalising the BVPP.

Consultation on the BVPP and the National Park Management Plan will be co-ordinated and assisted by a public conference in October 2000.

Other Plans

Northumberland National Park Authority is required by legislation to prepare and keep under review a National Park Management Plan. The Plan was last published in 1995. It sets out a vision for the Park and contains detailed policies and proposals for the protection and enhancement of its special qualities and for public access and enjoyment and how these can be related to economic and social development within and beyond the Park boundary. The Management Plan has a five year time horizon and it provides a broad indication of priorities over that period. The Management Plan therefore provides the context for the annual preparation and roll forward of the Best Value Performance Plan (BVPP) and National Park Grant (NPG) bid.

The National Park Management Plan is being reviewed in tandem with the Best Value exercise. A joint Best Value / Management Plan review stakeholder consultation was held in February 2000. This ensured that both the short-term and more longer-term views of stakeholders are taken into account. Thus the short-term Best Value Performance Plan priorities will be consistent with the medium-term National Park Management Plan and all should be consistent with the long term year 2020 Vision for the National Park.

The NPA is the Local Planning Authority for the Park area and must therefore prepare a full range of statutory development plans. A joint Structure Plan is to be prepared with the Northumberland County Council and work on this has just commenced. A Local Plan was adopted in 1996 and a Minerals Plan will be adopted at the end of the 1999/2000 financial year.

The Local Plan, Minerals Plan and Structure Plan set out National Park Authority policies mainly in the area of Development Control. Where these three plans have policy implications in other areas of NNPA's work then these have been taken into account in establishing the aims of NNPA.

Consultation Strategy

A draft of this Best Value Performance Plan was circulated to key Stakeholder organisations for comment in mid January and a conference to discuss the Plan was held on February 23rd 2000. The NNPA is drafting a consultative brochure setting out the main issues and policy options for the next National Park Management Plan. The main points from the Best Value Performance Plan will be summarised in this promotional document. As a result of the February conference a brochure will be printed for wider circulation within the National Park and to user groups together with a questionnaire. A programme of consultative meetings and other events to stimulate discussion and feedback will then be initiated. A second conference to report back on the consultation exercise and guide the final drafting of the Management Plan will then take place in October.

The Best Value Performance Plan will be made available on the National Park Authority's website from 31st March 2000 onwards replacing the draft BVPP which has been on the website since January 2000. Printed copies will also be made available at local libraries and the National Park Visitor Centres. Adverts will be placed in the local press. A summary will be placed in the free National Park Visitor newspaper in due course. NNPA is involved in County-wide networks such as the Tynedale Partnership which will disseminate information as well as 'join up' some of the plans.

Performance Review - Methodology and Timetable

The following system for Fundamental Service Reviews has been adopted by the National Park Authority.

- 1 Reviews are prepared by the member of the senior manager team with direct responsibility for the service.
- 2 The senior manager's role is to prepare a report which meets the legislative requirements, often referred to as the 4 C's, in that the report will:

CHALLENGE - *examine the service to establish:*

- whether the service is required at all
- the level and way in which the service is delivered
- what needs the service does and does not meet
- to establish if there are better ways of meeting the needs

COMPARE - NNPA will be required to compare its performance with the "best" performers, with reference to specific performance indicators. Where NNPA falls below the performance of the top 25% of authorities NNPA is required to reduce the gap. Comparisons will clearly look at cost and performance indicators but should also include quality, user satisfaction and effectiveness (ie the difference the NPA made in providing the service).

CONSULT - NNPA will be required to take account of users' wishes, needs, views of the current provision and attitudes in re-designing a service. The Reviews must involve as wide a range of stakeholders as practical, especially those affected by the service being reviewed - in a number of cases staff are also recipients of the service.

COMPETE - even though the statutory requirements of Compulsory Competitive Tendering are removed NNPA is expected to subject its services to a realistic form of market testing.

- 3 The Review will show the National Park Authority's performance compared to other NPA's, local authorities and other benchmarking organisations (where applicable). The Performance will also need to be measured over a number of years to show NNPA's relative and absolute performance changes over time.
- 4 The Review will use all the current nationally agreed and proposed Best Value Performance Indicators and Audit Commission's Indicators. In addition, the Review should measure against Indicators set by Government Departments (eg DETR) and local indicators from NNPA's Best Value Performance Plan.
- 5 Financial Information will be prepared in a systematic and consistent manner for all reviews. The Local Authority (CIPFA) cost accounting systems will be used to enable comparisons with other authorities. In addition, some review areas (eg Planning c/o the Planning Officers' Society) will also be able to use nationally agreed variations.
- 6 The findings of the Review will be presented first to NNPA's Senior Management Team; secondly to the Management Group of lead members; and finally to NNPA for adoption.
- 7 The NPA is advised that all Fundamental Service Reviews should involve an adequate level of external scrutiny. This will be met by the Management Group appointing specialist external assessors to advise them on the effectiveness of each review.
- 8 Once in place, the effectiveness of the reviews will be monitored by the Review Panel of members who are separate from the 'executive' Management Group of members.
- 9 The NPA's responses to Best Value will be externally audited (annually) and subject to periodic inspection. NNPA will receive reports from the Audit Commission's appointed inspectors and auditors.

The NPA has decided that the most effective way of undertaking the Reviews is to select one element of a directorates area of work for review in any one year. Without a Best Value Team, the onus is on the Director to undertake the reviews, and therefore the reviews have been spread quite evenly throughout the five year cycle.

The following 5 Year Fundamental Service Review Plan has been agreed:

Year	Service Review Area		
Yr 1 - 2000/01	Visitor Services	Development Control	Corporate Management
Yr 2 - 2001/02	Public Transport	Field Services	Forward Planning
Yr 3 - 2002/03	Information Systems	Interpretation	Training & Development
Yr 4 - 2003/04	Natural Environment	Financial Management	Recreation Services
Yr 5 - 2004/05	Cultural Heritage	Access	Support Services

The NPA will also to aim to undertaking the following review of “cross-cutting” services:

- Yr 1 - 2000/01 Communications
- Yr 2 - 2001/02 Community / Social Impact
- Yr 3 - 2002/03 Economic Impact
- Yr 4 - 2003/04 Tourism
- Yr 5 - 2004/05 Wider Environmental Issues

Year 1 Detailed Timetable

Service Review Area	Start	Conclude
Development Control	June 1999	September 2000
Corporate Management	April 1999	June 2000
Visitor Services	April 2000	December 2000
Communications	June 2000	December 2000

In deciding on the Review timetable the following services were chosen as year one reviews:

Development Control. This is a County Council service that has not been subject to market testing; the area of work benefits from the availability of existing robust performance indicators and there appears to be a general public perception that planning performs poorly.

Corporate Management. NNPA had established its Management structures in 1996 in preparing for ‘independent’ status and, combined with new government initiatives on local authority organisation, it seemed opportune to review how NNPA operated. As a matter of principle the ‘top level’ review ought to be concluded first. In the summer and autumn of 1999, NNPA members and senior officers undertook a Management Development Initiative with an external facilitator. Many of the follow-up actions will entail cultural changes in working patterns. But many of the practical action points have already been implemented, namely:

- creating a Management Group of lead members and senior officers
- replacing 5 member panels with one Review Panel to undertake the scrutiny function
- reducing the Senior Management Team from five to four
- increasing delegation to front line staff

Visitor Services. The Visitor Centres are the services with the greatest interface with the public - over 100,000 visits pa. Audit Commission guidance on reviewing ‘public’ services first has been followed.

Communications. NNPA has recognised its deficiency in the area of corporate communications for a number of years. The lack of available on-going funds had prevented even a part-time appointment to this area of work. As a result of the Corporate Management Review, resources are now available to appoint a Communications Officer which will enable this cross-cutting service to be reviewed and to establish new improved working patterns.

Resources

The five years of reviews will cover 100% of NNPA's resources. NNPA will use existing staffing resources supplemented by external advice and support costing up to £10,000 per annum. It is estimated that the share of the budget reviewed each year will be:

Year 1 - 20%
Year 2 - 23%
Year 3 - 13%
Year 4 - 25%
Year 5 - 19%

These issues very much reflect NNPA's new Vision for the National Park.

NNPA's Approach to Efficiency and Effectiveness

NNPA aims to deliver better quality and a greater quantity of services. Many critical improvements require additional core government funding. Nevertheless, NNPA is making a number of improvements within the period of the plan to ensure more and better services and provided from within existing resources. Throughout the Plan such measures are marked with a **†** symbol for ease of reference.

NNPA's Approach to Performance Monitoring

The NNPA has aimed to set a wide range of Performance Management Measures. Many of these have been set as a recent response to Best Value by the national park family in England and Wales. In this, the first Best Value Performance Plan, the NNPA is benchmarked against:

- other national park authorities
- other local authorities and
- local annual targets for Northumberland NPA

The best is either the best performing national park or the top 25% of local authorities in England depending on whether it is a national park family or audit commission indicator. This will be built upon in the next Plans and comparisons will be sought with voluntary, other public and private organisations

PART II

Conservation of the Natural Environment

We aim to:

- enhance and protect the special qualities of the landscape in ways which increase Biodiversity; respect the cultural inheritance; facilitate enjoyment and understanding by the public; support the social and economic welfare of local communities and contribute to wider Local Agenda 21 Sustainability goals
- increase knowledge of the natural environment through collaborative research and investigations with other National Parks and agencies. To double the amount of native woodland cover; to achieve greater diversity in the forest scene and the removal of intrusive conifer blocks
- safeguard the remote nature and tranquillity of moorland landscapes, and assist in diversifying moorland vegetation. To help safeguard particular agricultural traditions which distinguish Northumberland National Park
- deliver benefits of environmentally-sustainable agriculture and fuller use of local woodland and moorland products through the innovative application of EU grant schemes. To protect and enhance wetlands through the management of Greenlee Lough National Nature Reserve, conservation work on mires and improvements to river catchments

Stakeholder consultation suggests NNPA should also recognise the NPA's responsibility for some rare species and that field sports is an increasingly important land use.

Our Performance

This Year we will have:

- removed 80ha. of non-native unsightly conifers and planted 160ha. of new native broadleaf trees
- encouraged landowners to develop schemes which involve the removal of unsightly conifer blocks with financial assistance
- revised an Accord with the Forestry Commission to include English Nature
- established a project to restore vegetation of the Cheviot summit with Lottery Funding
- gained funds and landowner agreement to undertake 20 to 30 individual enhancement projects on rivers and burnside improvements and species conservation work in the Tweed catchment area with external funding
- secured external funding to enable 100ha. of new native woodlands per annum target to be met
- developed one partnership to secure forest management for the benefit of conservation
- published the local Biodiversity Action Plan following national and local consultation
- prepared for practical implementation of at least five Species Action Plans
- maintained the inventory of rare and locally significant species
- conducted a detailed survey and monitoring scheme for species-rich hay meadows and ancient woodlands

• begun a major socio-economic and environmental survey of all farm holdings in the Park in partnership with the Countryside Agency and Newcastle University with Regional Development Agency Funding

- prepared habitat improvement on the newly acquired 66ha. of land at Greenlee Lough National Nature Reserve
- completed eight Habitat Action Plans for the Otterburn Training Area and contributed to the nature conservation section of the Integrated Land Management Plan
- accessed additional funding for the Hadrian's Wall Agri-Environment Project

• completed 26 upland surveys assisting 25 farms to enter Countryside Stewardship Scheme using national MAFF funding to deliver local National Park priorities

- worked as partners to ensure the successful implementation of both the Northumbrian Rivers Project and the Northern Uplands Regeneration Project

Measuring our Performance	1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best NPA's
1) No. of advisory visits to land managers made by NPA staff	435	604	525	522
2a) Statutory and non-statutory consultations completed within the statutory or nationally agreed period	% No.	62% 5	65% 6	100% 42
2b) How many of these beat the targets by more than 1 week?	% No.	37% 3	40% 4	44% 34
3) % of the National Park brought into "good management" in the year	3%	6%	6%	3%
4) Amalgamated Section 3 / Local Tranquil Areas Map produced in the last five years?	No	No	Yes	No
5) Does a Local Biodiversity Action Plan (LBAP) exist covering the whole area?	No	Yes	Yes	No
6a) No. of Species Action Plans and Habitat Action Plans required under the LBAP	28	28	28	28
6b) % of those completed	4%	13%	64%	4%
7) Local Biodiversity Action Plan targets achieved on time	% No.	Not measured	Not measured	To be set -
8) Score (0-8) for achieving annual targets for landscape management	Not measured	Not measured	To be set -	-
9) How do key local partners rate the Natural Environment work of NNPA?	Not measured	7/10	8/10	-
10) How old is the Monitoring Landscape Change data?	11	12	13	8
L1)Area of native woodland	1,020ha	1,180ha	1,330ha	Local
L2)No. of grants given to land managers for natural environment purposes	23	21	30	Local

Next Year We Will:

- carry-out essential management of 50ha. woodlands covered by legal agreements (S39 of the Wildlife and Countryside Act)

• create 100ha. of new native woodland by accessing new external funding programmes such as Forest Challenge (Forestry Commission) and North Woods (EU funding) plus by applying £20,000 of additional one funds to the woodlands budget

- I** complete an additional 15 Species Action Plans / Habitat Plans utilising funding from appropriate sources to accelerate implementation of the Biodiversity Action Plan

 - target work on identified priority habitats
- I** implement 10 conservation projects in the Tweed Catchment Area using Heritage Lottery Funding

 - maintain the inventory of rare and locally significant species and link with the Phase 1 Habitat Survey on GIS
 - undertake the second year of a detailed survey and monitoring scheme for species-rich hay meadows and ancient woodlands; begin survey work on mires
- I** conclude £120,000 of conservation under the Hadrian's Wall EU funded Agri-Environment project after securing additional EU funds and matched private sector contributions to extend the project
- I** assist at least 10 farms with applications for Countryside Stewardship - thus leveraging in significant MAFF funding to increase the area of land managed in line with NPA objectives
- I** conclude the field work for the major socio-economic and environmental survey of all farm holdings in the Park with partners

 - complete inputs into the Otterburn Training Area Integrated Land Management Plan process and assist with implementation
 - appoint a Project Manager and assist the development of a local Land Management Initiative in close co-operation with the Countryside Agency and seek to influence CAP reform as suggested by stakeholders
- I** largely complete all project outputs for the Northumbrian Rivers Project and the Northern Uplands Regeneration Project with EU funding

With Additional Funds We will be able to

- I** make a major submission to the new European programme for a major Park-wide rural development/agri-environment initiative. This would develop the successful Hadrian's Wall EU grant scheme to deliver social, economic, landscape and biodiversity benefits through an integrated package of farm development, marketing, community and diversification grants designed to boost local identity and distinctiveness in a sustainable manner. This would provide fundamental support of £1m pa to the rural economy in Englands most remote rural area.

 - plant in excess of 100ha. of new native woodland and remove five small unsightly conifer blocks. Stakeholders concluded that a good deal more native woodland could be accommodated, without losing the Park's open character, which would greatly benefit biodiversity.
 - fund further work on the state of the Park indicators, including a detailed local Tranquillity Study and complete a moorland bird survey.
- I** act as an efficient co-ordinator for grants advice to farmers and as an advocate for the area.

The stakeholder conference concluded that hill farming is essential to the Park. This adding extra impetus to

Financial Plan	1998/99	1999/2000	2000/01	2001/02	2002/03
£000's	Audited Outturn	Forecast	Budget	Plan	Plan
Total Expenditure	334	554	568	488	450
Income	123	175	157	88	58
Net Expenditure	211	379	411	400	392

Conservation of the Cultural Heritage

We aim to:

- protect, enhance and interpret archaeological sites and landscapes and historic buildings through a combination of restoration projects, grant aid, and the monitoring of development proposals
- encourage wider public access to historic sites where this can be done in an environmentally sustainable fashion. To encourage high standards of maintenance of traditional farm buildings
- increase understanding of the cultural heritage through collaborative research and production of appropriate publications. To explore ways of sustaining the non-built parts of the Cultural Heritage with especial regard to farming traditions

Our Performance

This Year we will have:

- completed all access and interpretation measures under the Historic Landscapes Project with EU, English Heritage and Forestry Commission funding
- completed Phase I of the new Breamish Valley Archaeological Landscape Project
- undertaken excavation of Harbottle Castle gatehouse prior to its consolidation
- begun the £700,000 'Discovering our Hillfort Heritage' project delivering major conservation, research and access benefits in the north of the Park supported by EU & Lottery funds and utilising expertise from English Heritage and local universities
- commenced the £450,000 Thirlwall Castle project and concluded a long lease - this will become the Park's largest ever single historic building project utilising EU, Lottery and English Heritage funding
- continued to advise on all development, forestry and farming proposals
- given 25 grants for traditional building repairs and stone walling
- planned three village enhancement projects

Measuring our Performance	1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best NPA's
GENERAL				
1) No. of SMR entries	2,277	2,277	not set	N/A
2) No. of scheduled monuments	362	390	415	N/A
3) No. of listed buildings	200	200	200	N/A
4) Area of World Heritage Site	10,650ha	10,650ha	10,650ha	N/A
5) No. of conservation areas	1	1	1	N/A
6) No. sites under active NP management	16	18	25	N/A
ARCHAEOLOGY				
7) Ha. of archaeology landscape surveyed	505ha	0	5000ha	N/A
8) No. of detailed site surveys	2	4	6	N/A
9) No. of new sites found/existing sites enhanced	310	10	N/A	N/A
10) No. of research & conservation projects	11	7	10	N/A
11) Total value of archaeological work	Not measured	Not measured	not set	N/A

Measuring our Performance	1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best NPA's
12) % of external grant aid for archaeological work	Not measured	Not measured	not set	N/A
HISTORIC BUILDINGS				
13) Surveys of historic buildings	7	1	not set	N/A
14) Conservation projects at historic buildings	2	3	not set	N/A
15) Total value of historic building projects	Not measured	Not measured	not set	N/A
16) % of external grant aid for historic building work	Not measured	Not measured	not set	N/A
CONSERVATION AREAS				
17) No. of conservation area appraisals completed	0	0	1	N/A
CONSULTATIONS				
18) No. of planning applications checked	Not measured	Not measured	to be set	N/A
19) No. of planning applications where advice given	Not measured	Not measured	to be set	N/A
CULTURAL HERITAGE INTERPRETATION				
20) No. of sites newly interpreted	4	4	not set	N/A
21) No. of events with historic environment theme	7	7	10	N/A
22) No. of local tradition/culture events supported	0	0	2	N/A

NB the English and Welsh NPA's only agreed these indicators in Feb 2000 and so no national comparison can be made at this stage

Next Year We Will:

I have largely completed the consolidation project at Thirlwall Castle, a grade II listed building along Hadrian's Wall with external funds

I conclude management agreements for five hillforts and undertake five detailed site surveys and a landscape survey of the College Valley under the Discovering our Hillfort Heritage project including some 5,000ha of archaeological surveys

- complete phase II of the Breamish Valley Archaeology project
- commence detailed negotiations with English Heritage over conservation and research agendas for the Hadrian's Wall World Heritage Site
- continue to provide specialist advice on all development, farming and forestry proposals
- continue grant-aiding suitable historic buildings and drystone-wall repairs.

With Additional Funds We will be able to

- re-introduce an effective grants programme to owners and land managers for historic buildings, traditional farm buildings and stone walling, much of this work will be centred in local settlements and villages
- commence baseline archaeological survey in parts of the Park lacking external funding. Without basic data such as this meaningful indicators are hard to devise - even the number of Scheduled Ancient Monuments is very misleading, we will target future resources to resolve this
- start a programme of initiatives relating to the non-built elements of the Cultural Heritage

Financial Plan £000's	1998/99 Audited Outturn	1999/2000 Forecast	2000/01 Budget	2001/02 Plan	2002/03 Plan
Total Expenditure	256	338	470	328	140
Income	125	221	339	194	0
Net Expenditure	131	117	131	134	140

Recreation Management

We aim to:

- manage and promote public access with minimum impact on and to raise awareness of, landscape, wildlife and land management. To provide an appropriate network of recreational sites and ensure high standards of maintenance; to invest in additional facilities where recreational pressure or development opportunities occur
- manage and promote the Public Rights of Way network according to principles of sustainability; to contribute to the development of the Pennine Way, Hadrian's Wall and Pennine Bridleway / Cycleway National Trails. To negotiate and manage permissive paths in response to recreational demands and land management needs but evaluate in response to the definitive map review
- prepare NNPA for the implications of Open Access legislation and in that context review existing access agreements in the Breamish and Harthope Valleys

The stakeholders concluded that visitor numbers could increase significantly, if effectively managed, whilst maintaining the principle of quiet enjoyment

Our Performance

This Year we will have:

- continued routine repair and maintenance of 41 recreational sites and management of the Rights of Way network
- fulfilled commitments to the National Trail development programmes and Forest Paths project
- continued the new monitoring and maintenance system for the Pennine Way
- concluded the extended "Health Walks" trial project in Wooler and Berwick to promote the social and health benefits of walking as a means of improving the general well-being of the local community

• continued to develop a cross border partnership and implement an agreed framework for the long term sustainable management of the recreational network in the Cheviot Hills with the benefit of Heritage Lottery Funding

• completed year 2 of the enhancement of the Hareshaw Linn site with Landfill tax and EU funds

• concluded a car park income sharing scheme with the National Trust for car parking along Hadrian's Wall area of the National Park

• commenced the final phase of Walltown Site improvement works



Participants in a Health Walk

Measuring our Performance	1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best NPA's
1) % of paths which are easy to use by the public	Not measured	Not measured	85% *	97%
2) % of paths which are signposted where they leave the road	Not measured	Not measured	95%	99%
3) Total length of Public Rights of Way for which we have management responsibility	900km	900km	900km	3595km
4a) Total length of public footpaths	530km	530km	530km	2896km
4b) Total length of public bridleways	370km	370km	370km	749km
4c) Total length of Byways Open to All Traffic	Not measured	Not measured	Not measured	64km
5a) Total area and % of land open to public access				
Area	20,062ha	20,062ha	20,062ha	65,000ha
%	19%	19%	19%	28%
5b) Area and % of land with access agreement (including land we own for access purposes)				
Area	80ha	80ha	80ha	7980ha
%	< 1%	< 1%	< 1%	3.5%
L1) Number of Visitor days annually	1,400,000	1,400,000	1,400,000	Local

* % of network still unusable due to afforestation

Next Year We Will:

- begin an annual programme of effective Rights of Way network monitoring using volunteers to target future resource allocation

I undertake erosion control measures on the Cheviot Summit by establishing a 300m sustainable path

- target walking and cycling trails on villages or include them as places to stop en route thus supporting local business - as suggested by stakeholders
- further add to the long term sustainability of the Pennine Way by replacing 500 metres of board walks with flags on the border ridge and aim to maintain the route within the National Park to the highest standard using the annual maintenance survey system
- take steps to reduce the nuisance effect of motorbikes and quads in sensitive locations as identified by stakeholders
- continue with the programme of monitoring the 32 trial plots on the Pennine Way and other National Trails

I work closely with the University of Central Lancashire in supervision of the machine path research (Pennine Way Research Project)

- carry out planned development programme and improve disabled access to Peel Craggs (Hadrian's Wall National Trail)
- make limited preparation for Open Access legislation and undertake a Rights of Way survey with Voluntary Wardens and Ranger Staff
- improve recreational facilities in the Breamish Valley
- develop a fully comprehensive "Health Walks" project in which NNPA will operate as a key partner with the Regional Health Authority
- continue to support the forest trails project and the National Trails Development programme

- improve waymarking of Public Rights of Way
 - improve facilities for disabled access to sites
- 🛠️ work with Project Officer to provide access to Tweed catchment hillforts using Lottery and EU funds

With Additional Funds We will be able to

- implement the Government's Open Access legislation up to 70,000ha nearly 70% of the Park
- develop a useful network of promotional short walks as envisaged by stakeholders
- improve the National Park's prime recreational assets - the Rights of Way network and the public sites enabling full advantage to be taken of external funding opportunities
- establish new partnerships between town and country with increased accessibility (real and perceived) being achieved for groups suffering from social exclusion
- improve access for people with disabilities to improve their enjoyment of the National Park
- deliver new initiatives to create sustainable walking, riding and cycling routes in the Park
- develop a sustainable Access Strategy for the recreational path management for the Cheviot Hills

Financial Plan £000's	1998/99 Audited Outturn	1999/2000 Forecast	2000/01 Budget	2001/02 Plan	2002/03 Plan
Total Expenditure	280	376	354	301	223
Income	166	253	207	161	85
Net Expenditure	114	123	147	140	138

Promoting Understanding

We aim to:

- demonstrate linkages between enjoyment, understanding and conservation of the landscape, wildlife and cultural heritage through high quality information, interpretation and education
- instil in people an understanding of the purpose, values and special qualities of Northumberland National Park and to contribute to their understanding of environmental issues and sustainable development. To engender a sympathetic attitude to the natural environment through learning and enjoyment and to maintain close links with the community through the local schools
- involve local communities in the development of Local Interpretive Plans and their implementation as an important and enduring means of communication. To enhance public enjoyment and understanding of the National Park through the provision of Visitor Centres, Local Information Points and Walks/Events programmes
- play an active role in local tourism initiatives and marketing projects to guide and influence the development of tourism in support of Park communities. Improve means of communication to enable 'Access for all'
- encourage high standards of behaviour, leadership and safety in the countryside sympathetic to the needs of land managers and the environment

Stakeholders were very concerned that the traditional links to urban Northumberland were now much less effective and that a major new aim should be to reach out to the urban communities of Northumberland and Tyneside.

Our Performance

This Year we will have:

- finalised the new NNPA Education Strategy
- finalised the new NNPA Interpretive Strategy
- produced the first ever Northumberland National Park visitor newspaper 'Far Horizons' with a print run of 70,000, funded predominantly by private sector funding
- concluded the Once Brewed Pre-Feasibility Study
- made development to the Roman Road Show
- completed a new 'living history' for schools event in partnership with Northumbrian Water, based around Victorian Life at Catcleugh
- drafted a new resource for the Literacy Hour, 'The Lost Palace' based on the Hillforts Project at Yeavinger Bell



Children at Catcleugh

- organised and run 50 Guided Walks and Events in the 50th anniversary year of the National Park Act
- continued to train and develop the skills of nine voluntary leaders
- completed the annual programme of repair / renewal of signs, panels and leaflet distribution
- installed a new counter and displays at Once Brewed Visitor Centre

↑ increased visitor numbers and sales figures by 6% at all Visitor Centres

- implemented the first phase of interpretive proposals for the ‘Hidden Histories’ project
- produced an Interpretive Plan to guide future interpretive / education work for ‘Discovering our Hillfort Heritage’
- produced and distributed 135,000 leaflets
- supported existing public / private tourism partnerships
- established an environmental enhancement / sustainable tourism project called “People and Place” with strong community support

↑ appointed a new Education Officer to support more educational work and utilise existing utilities fully (ie. Ingram) in the north of the Park with Heritage Lottery Funding

- continued the new community led educational / interpretive initiatives at Hareshaw including the use of Oral History

↑ established, in partnership with the County Council, Millennium Commission and McDonald’s, a series of Living History events for local schools and a Sixth form conference focusing on Sustainability

- produced new mobile National Park exhibition panels - however stakeholders consider that even more presence should be developed for local shows and other community events

Measuring our Performance	1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best NPA’s
1) Visitor centre effectiveness rating - average score	85%	87%	87%	99%
2a) No. of visitors to NPA visitor and information centres	104,000	108,000	110,000	1,274,000
2b) Net cost to NPA per visitor to visitor centres	£0.82	£0.81	£0.82	£0.22
3a) No. of parties using NPA educational services	70	80	100	576
3b) Net cost to NPA per customer of education service	Not measured	Not measured	To be set	£2.90
4 No. of individuals participating in NPA Group events and talk	967	1,237	1,500	50,410
5) Level of awareness of the National Park among:				
a) the national population	Not measured	Not measured	90% good	N/A
b) the population within the National Park’s catchment	Not measured	Not measured	90% good	N/A
c) the population within the National Park locality	Not measured	Not measured	90% good	N/A
d) Level of awareness of National Park Authority services among the population of the National Park locality	Not measured	Not measured	90% good	N/A

Measuring our Performance		1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best NPA's
6)	The percentage of users satisfied with the NPA's services for promoting understanding and enjoyment	Not measured	Not measured	90% good	N/A
7a)	Does NNPA measure the effectiveness of its programmes for promoting understanding and enjoyment?	Not measured	Not measured	Yes	N/A
7b)	Has a plan of action been prepared and implemented by NNPA?	Not measured	Not measured	Yes	N/A
8a)	Has NNPA identified, and prepared, an action plan for removing barriers to access of its programmes and facilities for promoting Understanding & Enjoyment	No	No	Yes	-

Next Year We Will:

- review the Visitor Centres and trading as a Best Value Fundamental Service Review
- identify a series of short introductory walks as part of a new **soft introduction** to the Park as envisaged by our stakeholders
- provide additional support to ten small rural businesses within the National Park Information Point Network
- develop new innovative ways to engage young people eg exciting events like abseiling or junior rangers undertaking tree planting tasks as suggested by stakeholders
- seek additional external funds to continue the 'Bridging the Border' Education Project in the north of the Park
- produce a new guide to the National Park with a print run of 50,000
- produce the second annual edition of the Northumberland National Park visitor newspaper
- complete the Millennium Living History project and 6th Form Conference
- **I** develop a Sustainable Tourism and Environmental Enhancement Project through the 'People and Place' project to:
 - make training available for approximately 300 small/medium tourism enterprises
 - improve four community facilities
 - establish three environmental enhancement schemes
- begin to implement interpretive / education proposals for the NNPA's Hillforts project
- begin to implement interpretive / education proposals for the NNPA's Thirlwall project
- develop the Great Days Out programme for the Millennium Walks
- seek commitment from partners and develop business plans for the redevelopment of Once Brewed Visitor Centre and Youth Hostel
- respond to changes in National Curriculum updating Educational resources and developing the Educational web-site
- improve signposting, visibility, temporary exhibitions and enhanced marketing to achieve higher attendance at visitor centres

With Additional Funds We will be able to

- **effectively address real issues of social inclusion and be able to partake in the governments new agenda. This is seen as the number one priority in this area of work by our stakeholders.**
- better support accommodation providers and tourist enterprises, particularly those that are farm based
- develop plans to promote and interpret the Biodiversity Action Plan
- develop a bid to support more educational outreach work linking town and country planning in line with the Education Strategy
- significantly increase activity, accessing new partnerships locally and regionally, addressing social exclusion, developing links with urban areas, improving communication with visitors before they arrive and increase use of the existing infrastructure, work with a variety of organisations to access youth networks in the urban areas
- develop education in the widest sense (formal and informal) giving access to heritage and encouraging sustainable lifestyles as a priority for NNPA

Financial Plan £000's	1998/99 Audited Outturn	1999/2000 Forecast	2000/01 Budget	2001/02 Plan	2002/03 Plan
Total Expenditure	550	699	768	689	596
Income	104	192	227	191	103
Net Expenditure	446	507	541	498	493

Traffic and Transport

We aim to:

- promote alternatives to the car as a means of exploring the Park and so contribute to the Government's sustainable transport objectives. To support initiatives in and adjacent to the National Park which improve public transport provision for recreational visits
- provide for both car owners and local people/visitors without private transport to gain access to Hadrian's Wall World Heritage Site; to promote the Hadrian's Wall Bus Service as an enjoyable recreational experience and help reduce the impact of traffic on the monument and its setting

Stakeholders have suggested NNPA should:

- aim to develop traffic free areas within the Park eg for family cycling and tranquillity*
- look to assist partners to develop community based quality public transport provision.*

Our Performance

This Year we will have:

- operated the Hadrian's Wall Bus Service for 120 days - a total of 12,795 passenger producing a total income of £20,328
- secured income of £34,000 from partners and agencies to improve marketing of the Service
- provided heritage guides to be present on ten weekend services to enhance the visitor experience
- won the National Bus Industry Awards 1999, Bus in the Countryside (visitors) category
- run a targeted winter service for the first time from October to May with Government funding for rural buses
- supported the Sunday bus services to Kielder and Simonside/Rothbury
- assisted in the development of the Hadrian's Wall World Heritage Site Transport Strategy



Hadrian's Wall Bus

Measuring our Performance	1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best NPA's
1) Is there a specific traffic and transport strategy for the area? - is it endorsed by the National Park Authority - has it been subject to public consultation? - has it been agreed by the majority of local transport authorities? - has it been reviewed in accordance with the timescale shown in the strategy?	No - - - -	Being written - Yes - -	Yes Yes Yes N/A Yes	Yes Yes Yes Yes Yes
2) Are we involved in partnership with others to - formulate strategic policy? - develop and implement action programmes?	Yes Yes	Yes Yes	Yes Yes	Yes Yes
3) % of car parking spaces which are charged	32%	32%	32%	57%
4) % of visitors using public transport to get to the Park	6%	6%	6%	11%
5) % of visitors using public transport within the Park	Max 6%	Max 6%	Max 6%	31%

Measuring our Performance	1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best NPA's
6) NPA revenue support (£) per passenger carried*	£0	£0.15	£0.24	£0
7) Is there special provision for disabled parking?	Yes	Yes	Yes	Yes
8) Do we make special provision for residents parking?	Yes	Yes	Yes	Yes
9) Do we offer discounts or other incentives for public transport users?	Yes	Yes	Yes	Yes
10) Do we have an adopted Green Travel Plan?	No	No	Yes	-
11) % of NPA visitor centres accessible by public transport in August?	67%	100%	100%	100%
12) % of users of NPA visitor centres arriving by car?	No Data Available			
13) % of NPA publications aimed at recreational users which include travel awareness messages	Not measured	Not measured	To be set	24%
14) Availability of a hyperlink on NPA website to public transport information	Yes	Yes	Yes	Yes
15) % of car parks with public transport information	13%	13%	13%	23%
16) Have local quality criteria been developed for public transport in the National Park?	No	No	No	-
L1) No. of passenger journeys using NNPA's Hadrian's Wall Bus service	13,756	12,795	13,500	Local

* The Hadrian's Wall Bus operation was highly successful and non-promotional costs were covered by income

Next Year We Will:

- further develop sustainable transport by linking community and recreational public transport provision
- aim to secure more long-term partnership funding to underpin the operation of the Hadrian's Wall Bus Service
- plan to implement the findings of the Transport Strategy for Hadrian's Wall with partners
- provide Sunday and Bank Holiday services on the winter Hadrian's Wall Bus Service from Easter until the end of May

With Additional Funds We will be able to

- implement real alternatives to car transport by assisting the creation of effective cycling routes with the provision of safe storage areas at popular tourist destinations

Financial Plan £000's	1998/99 Audited Outturn	1999/2000 Forecast	2000/01 Budget	2001/02 Plan	2002/03 Plan
Total Expenditure	27	34	28	30	20
Income	10	17	12	12	0
Net Expenditure	17	17	16	18	20

Ranger and Volunteer Services

We aim to:

- establish stronger links with local communities and to contribute to improved communications by the Authority. To deliver high quality and cost effective field services across a broad range of conservation, recreation and community liaison activities
- be responsible for the implementation of community liaison, practical conservation and recreation elements of projects initiated by the Authority or partner organisations
- manage those resources and projects within the control of the Field Service in an effective manner. To seek innovative solutions which will maintain the Authority at the forefront of field work practice

The objective is to continuously improve the quality of service.

Our Performance

This Year we will have:

- re-structured the Field Services section with the addition of one new temporary Estate Ranger
- increased delegation and clarified roles to allow a speedier response in the field
- begun three community generated village enhancement projects
- reduced input into the Walks and Events programme
- maintained support to educational work and visitor management
- implemented seven Tree and Hedge Planting Schemes using 15,000 or more trees
- checked 95% of old tree and hedge schemes
- completed works on Cadgerford, Hawthorne Well and Pundershaw rights of way systems as part of the Forest Trails project
- maintained contact with at least three rural and one urban school through the Trees of Time and Place initiative
- visited, in conjunction with other staff, 70% of all farms in the Park
- increased the number of volunteer days by 6%
- recruited an additional 12 new volunteers
- implemented practical monitoring and management techniques linked to Hadrian's Wall National Trail
- developed routine monitoring programmes to increase data collection
- implemented training programmes for Employment Task Force trainees



Voluntary Warden Project

Measuring our Performance	1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best NPA's
<u>OVERALL</u>				
1a) Key stakeholders satisfaction rating (survey by independent consultants)	Not measured	Not measured	To be set	-
1b) Customer satisfaction rating	Not measured	Not measured	To be set	-
<u>RANGERS</u>				
2a) Does the National Park Authority have a Ranger Strategy?	No	No	Yes	Yes
2b) Average number of hectares of National Park per Ranger	13,000	15,000	15,000	13,000
2c) No. of Ranger posts per 100,000 visitors	0.6	0.5	0.5	0.6
2d) No. of Ranger posts per 1,000 residents (includes Rothbury Village)	0.42	0.37	0.37	0.60
2e) Net expenditure per 100,000 visitors	£27,857	£29,000	£30,286	£2,230
2f) Net expenditure per 1,000 residents	£20,711	£21,561	£22,517	£7,435
3) No. of parish councils / community groups with whom formal links exist	Not measured	Not measured	To be set	104
4) No. of formal meetings with parish councils / community groups this year	Not measured	Not measured	To be set	1000
<u>VOLUNTEERS</u>				
5a) Does the National Park Authority have a volunteer strategy?	No	No	Yes	Yes
5b) No. of staff days per 100 volunteer days	Not measured	Not measured	to be set	4.8
5c) No. of volunteer days on projects relating primarily to National Park purposes	656	771	720	3800
6) Level of awareness of the Voluntary Warden service in the farming and resident community	Not measured	Not measured	to be set	-
<u>ESTATE TEAMS</u>				
7) Is there an agreed maintenance programme for the year?	No	No	Yes	Yes
8) % of tasks meeting agreed completion date	Not measured	Not measured	70%	-
L1) NPA Voluntary Warden days per year	656	771	720	Local
L2) NPA Voluntary Warden Projects	27	26	28	Local
L3) Farm visits	435	604	450	Local
L4) No. of NPA Voluntary Wardens	88	100	not set	Local

Next Year We Will:

- continue levels of community liaison by visiting, in conjunction with other staff, 75% of all farms in the Park
- expand the Voluntary Warden Service. Review the service and widen involvement of volunteers in fulfilling the Authority's purposes and vision statement
- maximise the use of Environmental Task Force trainees. Strengthen and where possible expand training programmes offered by the service

- maintain and where possible improve monitoring and management techniques associated with the Hadrian's Wall National Trail
 - expand programmes of grassland restoration along a 4km stretch of Hadrian's Wall National Trail
 - maintain and improve routine monitoring programmes to increase data collection by installing two new people counters
 - complete three 'People and Place' led practical local community projects
 - implement grassland management regimes and provide access routes to Thirlwall Castle management area
 - complete works on Cairnglastonhope, Watergate and Alleybank rights of way systems as part of the Forest Trails project. Continue to contribute to the path surface experimentation relating to Forest Trails
- implement the practical side of the Hareshaw Linn project; Cheviot regeneration and flagging; hillforts management agreements funded by external finance

With Additional Funds We will be able to

- implement the Government's Open Access legislation. To enable the Service to play a full role in this and continue to successfully achieve the objectives of conservation and public enjoyment additional resources will be required for seasonal staff
- increase access opportunities
- expand the Voluntary Warden Service

Financial Plan £000's	1998/99 Audited Outturn	1999/2000 Forecast	2000/01 Budget	2001/02 Plan	2002/03 Plan
Total Expenditure	401	407	429	430	447
Income	10	1	5	1	1
Net Expenditure	391	406	424	429	446

Development Control

We aim to:

- deliver an efficient and effective development control service which protects the National Park from inappropriate development, achieves high standards of design and takes proper account of the social and economic well-being of local communities
- meet the seventeen separate performance standards and targets specified in the Planning Services contract with Northumberland County Council (NNPA's planning contractor)

Our Performance

This Year we will have:

- met the seventeen separate performance standards and targets specified in the Planning Services contract with Northumberland County Council (NNPA's planning contractor)
- determined at least 80% of planning applications within Government time constraints
- presented evidence to the re-opened Public Inquiry concerning major redevelopment of the infrastructure at the Otterburn Training Area, meeting the costs from additional National Park Grant from the DETR. This resulted in a significant increase in planning workloads and contract costs rising as shown by the increased costs in 1999/2000
- completed a survey of non-compliance with planning regulations in the Hadrian's Wall area of the Park



Measuring our Performance	1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best
1) No. of applications processed	75	50	50	N/A
2) % of applications approved	95%	100%	not set	95%
3) % of householder applications decided within 8 weeks	90%	86%	80%	88%
4) % of all applications determined within 8 weeks	76%	80%	80%	76%
5) Average time taken to determine all applications	67 days	56 days	56 days	67 days
6) No. of decisions on planning appeals reported during the year	3	0	1	n/a
7) % of appeals that were successful	0%	0%	0%	36%
8) No. of advertised departures from the statutory plan	0	0	0	n/a
9) Net expenditure on planning per head of population*	£37.00	£62.50	£19.50	£8.08
10) % of new homes built on previously developed land	67%	67%	67%	67%
11) Score against checklist of planning best practice	Not measured	Not measured	To be set	56
12) % of applicants satisfied with the service received	Not measured	Not measured	To be set	-

* The NNPA's planning costs have been heavily distorted by the two Otterburn Public Inquiries in the period 1998/99 - 1999/2000

Next Year We Will:

- review the Development Control function as a Best Value Fundamental Service Review taking into account issues raised by stakeholders, especially that of encouraging positive rural development
- implement the findings of the Public Inquiry and Secretary of State decision concerning major redevelopment of the infrastructure at the Otterburn Training Area. In the event of approval of the developments, there will be a major additional case load of detailed applications. An estimate of this exceptional work load has been made and in order to resource this commitment an additional £30,000 for three years to cover the period of the developments will be sought if necessary
- implement the findings of the survey of non-compliance with advertisement regulations in the Hadrian's Wall area of the Park

With Additional Funds We will be able to

- apply the necessary resources to process detailed planning applications concerning major redevelopment of the infrastructure at the military training area at Otterburn and reach agreements on related undertakings

Financial Plan £000's	1998/99 Audited Outturn	1999/2000 Forecast	2000/01 Budget	2001/02 Plan	2002/03 Plan
Total Expenditure	81	132	47	40	41
Income	7	7	7	7	8
Net Expenditure	74	125	40	33	33

Community and Forward Planning

We aim to:

- prepare and regularly review a National Park Management Plan, Structure Plan (jointly with Northumberland County Council), Local Plan and Minerals Local Plan to meet the requirements of the 1991 Planning and Compensation Act and the 1995 Environment Act
- carry out relevant research and survey work to ensure that the plans are based on sound up to date information and that significant trends are properly monitored. To establish and maintain a Geographical Information System (GIS) appropriate for the National Park
- assist in ways that foster the socio-economic well-being of the local communities in and around Northumberland National Park whilst achieving National Park purposes, incurring no significant additional costs to NNPA (as stipulated by legislation)

Stakeholders have indicated that:

- (i) baseline audit information may not be worthwhile and that practical action is more important*
- (ii) NNPA's actions will be more effective by spreading outside the NPA's administrative boundary on occasions*
- (iii) steps to assist young people to find jobs and affordable homes are very important*

Our Performance

This Year we will have:

- adopted a Minerals Plan following the publication and consideration of representations on proposed modifications

- continued to lead in the EU funded partnership project ‘Electricity for Enterprises’ and will have made grant offers totally over £500,000 to over 50 rural businesses to improve their electricity supply
- circulated a Consultation report as the first step towards the production of NNPA’s first National Park Management Plan
- further developed the GIS capacity and in doing so attempted to reduce the gap with the other NPAs

I launched a new project, ‘People and Place’, which aims to benefit the local community and rural economy, enhancing the built environment, improving community facilities and developing sustainable tourism

Measuring our Performance	1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best
1) Age of the National Park Management Plan (since adoption)	5 years	6 years	7 years	2 months
2) Age of the current structure plan (since adoption)	4 years	5 years	6 years	3 years
3) Age of the local development plan (since adoption)	4 years	5 years	6 years	1 years
4) % of NPA population covered by a local development plan	100 %	100 %	100 %	n/a
L1) No. of businesses with improved electricity supply*	0	20	89	Local

Next Year We Will:

- publish a draft National Park Management Plan
- produce a joint Structure Plan for purposes of consultation
- make grant offers totalling about £1,000,000 to over 150 businesses in rural Northumberland (*not just within the National Park) to improve their electricity supply as part of the ‘Electricity for Enterprises’ project

I develop six community projects as part of the ‘People and Place’ initiative

- aim to continue the GIS project with one-off resources

With Additional Funds We will be able to

- establish an appropriate environmental auditing system, using GIS technology and permanent staff to a similar standard as the other, better core funded National Park Authorities
- assist in providing innovative solutions to develop multi-uses for existing village halls that are seen as vital community assets by our stakeholders

Financial Plan £000’s	1998/99 Audited Outturn	1999/2000 Forecast	2000/01 Budget	2001/02 Plan	2002/03 Plan
Total Expenditure	86	520	587	529	91
Income	36	384	464	430	0
Net Expenditure	50	136	123	99	91

Note that the spending profile is heavily distorted by the ‘People and Place’ and ‘Electricity for Enterprises’ EU funded projects.

Corporate and Democratic Functions

The Countryside Agency and Audit Commission appointed auditors recognise that Northumberland NPA operates at the margins of viability in terms of resources. NNPA will continue to campaign for a fair deal for Northumberland in order to establish an adequate level of NPG more in line with similar NPAs elsewhere in England.

We aim to:

- give sound advice to the Authority on the setting of priorities and overall allocation of resources which would best achieve the statutory purposes
- provide direction and oversight of the Authority's programmes of work and ensure proper stewardship of its assets
- ensure that the staff and members of the Authority receive appropriate professional advice and efficient administrative and financial services for the effective conduct of its business
- spread the benefits of new technology to as many staff as practical
- provide staff, members and visitors with a safe, energy efficient and pleasant working environment
- ensure effective communication of the Park Authority's aims, achievements and decisions to its partner organisations, the local community and visitors to establish and maintain good relations with the media

The stakeholder conference concluded that NNPA needs to improve its corporate communication and PR function.

Our Performance

This Year we will have:

- moved to a more streamlined system of conducting the business of the Authority with a greater degree of scrutiny and policy development role for members and less of a role on minor / routine decision making - establishing a Management Group of lead members and a Review Panel of members
- actively participated in several National, Regional and County economic development initiatives
- adopted a corporate vision for the National Park
- established a staff quality circle group
- implemented a Millennium Bug plan which has addressed the most critical business issues
- received a favourable Management Letter on the Statement of Accounts from the Audit Commission's auditors
- continued to implement internal audit reviews including the completion of a fixed asset register
- continued to strategically re-position NNPA itself in response to regional re-organisation including the establishment of the Regional Development Agency, a county strategic partnership and EU Structural Funds programme changes

• fully implemented more modern working practices and staff conditions of service to enable staff working practices to become more flexible, including harmonisation of former manual and white collar conditions of service, removal of overtime rates, more flexible working, home working and monthly payroll via direct bank transfer

- maintained working balances to the level advised by external auditors
- produced a Communications Strategy
- implemented direct dialling-in and e-mail facilities for all head office staff and most field based staff

Measuring our Performance	1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best
1) The level of the Commission for Racial Equality's 'Standard for Local Government' to which the authority conforms	Not measured	Level 3	Level 4	Level 1
2) No. of complaints classified by the Ombudsman as:				
a. Maladministration	0	0	0	n/a
b. Local Settlement	1	0	0	n/a
3) The % of invoices which were paid in 30 days	71%	75%	95%	88%
4) No. of working days / shifts lost due to sickness per FTE member of staff	3 days	2 days	2 days	6.8 days
5) Voluntary leavers as a % of the staff in post (permanent and fixed term)	0%	3.2%	0%	0%
6) Early retirements as a % of the total workforce (all staff)	0%	1.6%	0%	0.45%
7) Ill-health retirements as a % of early retirements	0%	0%	0%	0.35%
8) % of senior posts filled by women	21%	21%	30%	38%
9) The % of staff declaring that they meet the Disability Discrimination Act disability definition of that within the total workforce.	0%	0%	3%	1%
10) The % of staff from ethnic minorities as a ratio of that within the total workforce	0%	0%	To be set	-
11) % of media contacts satisfied with NPA services	Not measured	Not measured	90% good	-
L1)% of telephone calls answered in 18 seconds	89%	100%	100%	local
L2)Av. time to answer letters from the public	2 days	1 day	1 day	local
L3)% of letters replied in 10 working days	96%	99%	99%	local
L4)Does NNPA's complaints system meet the Audit Commission's needs ?	Yes	Yes	Yes	local

Next Year We Will:

- **Continue to campaign for a fair deal for Northumberland in order to establish an adequate level of National Park core funding, more in line with similar National Park Authorities elsewhere in England.**
- maintain working balances to the level advised by external auditors
- introduce new streamlined financial systems to improve the speed of paying invoices
- continue to develop new partnerships and expand the role of the 'at arms length' association which has, to date, levered-in Landfill tax funds and undertaken projects involving the local community

- complete the review of the Corporate Management function as a Best Value Fundamental Service Review
- reduce the Senior Management Team to four (from five) and release funds, part of which will fund a new post of Communications Officer
- review the Communications function as a Best Value Fundamental Service Review

Financial Plan £000's	1998/99 Audited Outturn	1999/2000 Forecast	2000/01 Budget	2001/02 Plan	2002/03 Plan
Total Expenditure	198	200	219	224	230
Income	6	23	17	10	7
Net Expenditure	192	177	202	214	223

Training and Development

We aim to:

- provide all staff with the necessary training to enable them to perform their jobs to a high standard of professional and technical competence and with proper regard to health and safety. To support and contribute to the National Park Staff Development Group's programme of training
- maintain the award of Investors in People and conduct staff development interviews annually. To maintain a budget for training at least equivalent to 1% of staff salaries. To provide an annual programme of training events for members on relevant topics and to collaborate with other National Parks for this purpose

Our Performance

This Year we will have:

- maintained the Investors in People award
- trained most staff in IT in-line with NNPA's Information Systems Strategy
- invested substantially in a series of evening workshops for senior staff and members of NNPA to assist NNPA in meeting the changing demands and the need to continually improve the delivery and management of services
- provided an average of 5 training days per annum per member of staff

Measuring our Performance	1998/99 Last Year	1999/2000 This Year	2000/01 Target	The Best NPA's
1) Average number of training days per FTE member of staff	5	5	5	6
2) Average number of training days per Member	2.5	3	3	4.3
L1) Has NNPA attained Investors in People status?	Yes	Yes	Yes	Local

Next Year We Will:

- continue to maintain the Investors in People award
- further train staff to meet the changing demands being placed on them by technological and organisational development
- continue to keep the training budget equivalent to 1% of salary costs

Financial Plan £000's	1998/99 Audited Outturn	1999/2000 Forecast	2000/01 Budget	2001/02 Plan	2002/03 Plan
Total Expenditure	17	21	19	19	20
Income	0	0	0	0	0
Net Expenditure	17	21	19	19	20

PART III

Northumberland National Park Profile	Figures	Data Source
Area of National Park	104,949 ha	National Park Records
within Northumberland County Council	104,949 ha	National Park Records
within Alnwick District Council	34,430 ha	National Park Records
within Berwick Borough Council	19,037 ha	National Park Records
within Tynedale District Council	51,482 ha	National Park Records
Number of Parishes within the Park	36	National Park Records
Natural Heritage		
Sites of Special Scientific Interest	12,589 ha	National Park GIS Records
National Nature Reserves	101 ha	National Park GIS Records
Local Nature Reserves	9 ha	National Park GIS Records
Special Areas of Conservation	1,017 ha	National Park GIS Records
Area of Moorland	69,130 ha	Countryside Agency -MLC
Area of Woodland & Forestry	22,745 ha	Countryside Agency -MLC
Length of Dry Stone Walls	1,182 Km	Countryside Agency -MLC
Length of Hedgerows	232 Km	Countryside Agency -MLC
Length of Watercourses	4,500 Km	OS Digitised Data
Area of Farmland	12,300 ha	Countryside Agency -MLC
Cultural Heritage		
World Heritage Site (setting)	10,650 ha	National Park GIS Records
Scheduled Ancient Monuments	362	National Park Records
Village Conservation Areas	1	National Park Records
No. of Listed Buildings	200	DETR Records
Grade I Listed Buildings	8	DETR Records
Grade II* Listed Buildings	15	DETR Records
Grade II Listed Buildings	177	DETR Records
Recreation		
Open Access land including Forestry	20,062 ha	National Park GIS Records
of which is common land	20 ha	National Park Records
Public Rights of Way	900km	National Park Records
Public Enjoyment		
Visitor Days	1,400,000	All Parks Visitor Survey `94
of which are day visits	40%	All Parks Visitor Survey `94
of which are overnight stays	60%	All Parks Visitor Survey `94
Average spend per visitor (excludes accommodation)	£7.20	All Parks Visitor Survey `94
Planning		
Number of Planning Applications	50	NCC Records 99/00
Community		
Population	2,000	National Park Estimates
% of Population under 16 years old	20%	National Park Estimates
% of Population 16 to 59/64	63%	National Park Estimates
% of Pensionable age and over	17%	National Park Estimates
Total Households	1,000	National Park Estimates
% of Households Owner occupied	36%	National Park Estimates
% of Households Private Rented	34%	National Park Estimates
% of Households Rented with Job	23%	National Park Estimates
% of Households Housing Association	2%	National Park Estimates
% of Households Local Authority	5%	National Park Estimates
No. of Household spaces	730	National Park Estimates
No. of Households for Seasonal Occupation	50	National Park Estimates
No. of economically active persons	942	National Park Estimates
Claimant Unemployment Rate	3%	National Park Estimates

<u>Stakeholder Consultation List</u>	<u>Participated</u> Yes / No
Internal	
All Members of NNPA	✓
All Staff of NNPA	✓
Local Government	
Alnwick District Council	✓
Berwick-upon-Tweed Borough Council	x
Northumberland County Council	✓
Northumberland Strategic Partnership	✓
Scottish Borders Council	x
Tynedale Council	✓
National Government	
Countryside Agency	x
Department of Environment Transport and Regions	x
c/o - Government Office for the North East	
English Heritage	✓
English Nature	✓
Environment Agency	x
Forest Enterprise	✓
Ministry of Agriculture, Food and Fisheries	x
Ministry of Defence	✓
Northumbria Tourist Board	✓
ONE North East	x
Voluntary	
Association of Rural Communities	✓
British Horse Society	x
Byways & Bridleways Trust	✓
Community Council of Northumberland	x
Council for National Parks	✓
Countryside Alliance	✓
Countryside Landowners Association	✓
Council for the Protection of Rural England	✓
Cyclists Touring Club	✓
Land Access Recreation Association	✓
National Farmers Union	x
Northumberland & Newcastle Society	✓
Northumberland Wildlife Trust	x
Ramblers Association	✓
Royal Society for the Protection of Birds	x
Tenant Farmers Association	x
Voluntary Warden Service	✓
Youth Hostels Association	✓

Financial Statement in Detail

Northumberland NPA £000's	Outturn 1998/99	Forecast 1999/ 2000	Budget 2000/01	Base 2001/02	Base 2002/03
Natural Environment	334	554	568	488	450
Cultural Heritage	256	338	470	328	140
Recreation Management	280	376	354	301	223
Promoting Understanding	550	699	768	689	596
Traffic & Transport	27	34	28	30	20
Ranger Services & Volunteers	401	407	429	430	447
Development Control	81	132	47	40	41
Forward Planning	86	520	587	529	91
Corporate & Democratic Core	198	200	219	224	230
Training	17	21	19	19	20
Total Gross Expenditure	2230	3281	3489	3078	2258
Actual or baseline NPG	1184	1425	1309	1348	1388
Local Authority Levy	395	426	436	449	463
Other external funding	394	1064	1264	920	84
Sales, fees and charges	193	209	171	174	178
Interest	32	22	43	38	36
Capital charges	107	107	109	109	109
Use of earmarked balances	10	0	25	0	0
Income	2315	3253	3357	3038	2258
Net Expenditure from balances	85	28	132	40	0

Natural Environment £000's	Outturn 1998/99	Forecast 1999/2000	Budget 2000/01	Base 2001/02	Base 2002/03
Direct Revenue	159	319	259	160	121
Capital	0	32	0	0	0
Employee costs	105	117	186	217	208
Overheads	17	30	32	25	25
Recharged support costs	44	47	80	75	85
Capital charges	9	9	11	11	11
Total gross expenditure	334	554	568	488	450
Other external funding	115	162	146	77	47
Sales, fees and charges	8	13	11	11	11
Income	123	175	157	88	58
Net Expenditure	211	379	411	400	392

Cultural Heritage £000's	Outturn 1998/99	Forecast 1999/2000	Budget 2000/01	Base 2001/02	Base 2002/03
Direct Revenue	147	155	291	163	26
Capital	0	27	0	0	0
Employee costs	65	79	91	95	75
Overheads	17	44	53	35	11
Recharged support costs	27	33	35	35	28
Capital charges	0	0	0	0	0
Total gross expenditure	256	338	470	328	140
Other external funding	125	221	339	194	0
Sales, fees and charges	0	0	0	0	0
Income	125	221	339	194	0
Net Expenditure	131	117	131	134	140

Recreation Management £000's	Outturn 1998/99	Forecast 1999/2000	Budget 2000/01	Base 2001/02	Base 2002/03
Direct Revenue	70	137	130	97	59
Capital	0	0	8	0	0
Employee costs	68	61	67	63	45
Overheads	75	97	82	72	59
Recharged support costs	22	36	22	24	15
Capital charges	45	45	45	45	45
Total gross expenditure	280	376	354	301	223
Other external funding	94	168	158	112	35
Sales, fees and charges	72	85	49	49	50
Income	166	253	207	161	85
Net Expenditure	114	123	147	140	138

Promoting Understanding £000's	Outturn 1998/99	Forecast 1999/2000	Budget 2000/01	Base 2001/02	Base 2002/03
Direct Revenue	169	241	258	224	151
Capital	0	0	17	0	0
Employee costs	220	267	285	279	265
Overheads	41	52	66	52	52
Recharged support costs	93	112	115	107	101
Capital charges	27	27	27	27	27
Total gross expenditure	550	699	768	689	596
Other external funding	13	95	130	91	0
Sales, fees and charges	91	97	97	100	103
Income	104	192	227	191	103
Net Expenditure	446	507	541	498	493

Traffic & Transport £000's	Outturn 1998/99	Forecast 1999/2000	Budget 2000/01	Base 2001/02	Base 2002/03
Direct Revenue	15	21	16	16	4
Capital	0	0	0	0	0
Employee costs	8	8	8	10	11
Overheads	1	1	1	1	1
Recharged support costs	3	4	3	3	4
Capital charges	0	0	0	0	0
Total gross expenditure	27	34	28	30	20
Other external funding	10	17	12	12	0
Sales, fees and charges	0	0	0	0	0
Income	10	17	12	12	0
Net Expenditure	17	17	16	18	20

Rangers Services and Volunteers £000's	Outturn 1998/99	Forecast 1999/2000	Budget 2000/01	Base 2001/02	Base 2002/03
Direct Revenue	6	8	10	10	11
Capital	0	0	0	0	0
Employee costs	222	223	245	254	261
Overheads	78	68	75	72	72
Recharged support costs	89	102	93	88	97
Capital charges	6	6	6	6	6
Total gross expenditure	401	407	429	430	447
Other external funding	1	1	5	1	1
Sales, fees and charges	9	0	0	0	0
Income	10	1	5	1	1
Net Expenditure	391	406	424	429	446

Development Control £000's	Outturn 1998/99	Forecast 1999/2000	Budget 2000/01	Base 2001/02	Base 2002/03
Direct Revenue	29	29	38	31	31
Capital	0	0	0	0	0
Employee costs	26	28	6	6	6
Overheads	14	64*	1	1	1
Recharged support costs	12	11	2	2	3
Capital charges	0	0	0	0	0
Total gross expenditure	81	132	47	40	41
Other external funding	0	0	0	0	0
Sales, fees and charges	7	7	7	7	8
Income	7	7	7	7	8
Net Expenditure	74	125	40	33	33

* additional costs resulting from Otterburn Training Area public inquiry

Forward Planning £000's	Outturn 1998/99	Forecast 1999/2000	Budget 2000/01	Base 2001/02	Base 2002/03
Direct Revenue	48	394	485	453	12
Capital	0	0	0	0	0
Employee costs	21	95	71	51	53
Overheads	6	9	9	7	4
Recharged support costs	11	22	22	18	22
Capital charges	0	0	0	0	0
Total gross expenditure	86	520	587	529	91
Other external funding	36	384	464	430	0
Sales, fees and charges	0	0	0	0	0
Income	36	384	464	430	0
Net Expenditure	50	136	123	99	91

Corporate and Democratic Core £000's	Outturn 1998/99	Forecast 1999/2000	Budget 2000/01	Base 2001/02	Base 2002/03
Direct Revenue	0	10	10	11	11
Capital	0	0	0	0	0
Employee costs	231	257	282	265	274
Overheads	252	283	281	282	282
Recharged support costs	-305	-370	-374	-354	-357
Capital charges	20	20	20	20	20
Total gross expenditure	198	200	219	224	230
Other external funding	0	16	10	3	1
Sales, fees and charges	6	7	7	7	6
Income	6	23	17	10	7
Net Expenditure	192	177	202	214	223

Training and Staff Development £000's	Outturn 1998/99	Forecast 1999/2000	Budget 2000/01	Base 2001/02	Base 2002/03
Direct Revenue	0	0	0	0	0
Capital	0	0	0	0	0
Employee costs	5	18	17	17	17
Overheads	10	0	0	0	1
Recharged support costs	2	3	2	2	2
Capital charges	0	0	0	0	0
Total gross expenditure	17	21	19	19	20
Other external funding	0	0	0	0	0
Sales, fees and charges	0	0	0	0	0
Income	0	0	0	0	0
Net Expenditure	17	21	19	19	20

Staff Structure

Senior Management Team:

Chief Executive

Resources

Communications and Access

Park Management

Team Leaders:

Director of Resources

Director of Communications and Access

Director of Park Management

Senior Admin. & Finance Officer
Fwd. Planning & Com. Dev. Officer

Communications Officer
Visitor Services Officer
Snr Interpretive Services Officer
Recreation and Access Officer

Team Leader (Natural Environment)
Team Leader (Farming)
Team Leader (Cultural Heritage)
Managing Ranger

Team Members

Committee Administrator (p/t)
Finance Assistants (2)
Office Manager
GIS Development / IT Officer
Secretary (p/t)
GIS Assistant *
Administrative Assistant
WP Operator/Receptionist (2 p/t)
Cleaner (2 p/t)
Modern Apprentice *

English Borders Education Officer *
Visitor Centres Manager
Interpretive Projects Officer
Education Officer (x2 job share)
Designer
Pennine Way Research Officer *
Assistant Designer (p/t)
Marketing Assistant
Sustainable Tourism Project Officer
Seasonal Information Asst.(8)
Caretaker (p/t)
Cleaner (6 p/t)

Land Management Init.Proj.Officer *
Conservation Officer (2)
Species and Habitats Officer
Assistant Archaeologist *
Senior Ranger
Farm Projects Assistant *
Conservation Assistant *
Voluntary Warden Organiser (p/t)
Ranger (2)
Assistant Ranger (2)
Seasonal Ranger (2 p/t)
Estate Ranger (6)
Trainee (2) - seasonal

* fixed-term contracts

Performance Indicators in Detail

<i>Source</i>	<i>A</i>	<i>Conservation of the Natural Environment</i>	
<i>NPA</i>	<i>A-1</i>	No. of advisory visits to land managers made by NPA staff	Not measured
<i>NPA</i>	<i>A-2a</i>	Statutory and non-statutory consultations completed within the statutory or nationally agreed period	Not measured
<i>NPA</i>	<i>A-2b</i>	How many of these beat the targets by more than 1 week?	Not measured
<i>DETR</i>	<i>A-3</i>	% of the National Park brought into "good management" in the year	NNPA records
<i>NPA</i>	<i>A-4</i>	Amalgamated Section 3 / Local Tranquil Areas Map produced in the last five years?	Not measured
<i>NPA</i>	<i>A-5</i>	Does a Local Biodiversity Action Plan (LBAP) exist covering the whole area?	Yes - see copy of the document
<i>NPA</i>	<i>A-6a</i>	No. of Species Action Plans and Habitat Action Plans required under the LBAP	Targets set in LBAP
<i>NPA</i>	<i>A-6b</i>	% of those completed	NNPA records
<i>NPA</i>	<i>A-7</i>	Local Biodiversity Action Plan targets achieved on time	NNPA records
<i>NPA</i>	<i>A-8</i>	Score (0-8) for achieving annual targets for landscape management	Not measured
<i>NPA</i>	<i>A-9</i>	How do key local partners rate the Natural Environment work of NNPA?	Questionnaire sent to key local partners.
<i>NPA</i>	<i>A-10</i>	How old is the Monitoring Landscape Change data?	NNPA Records
<i>NNPA</i>	<i>A-L1</i>	Area of native woodland	NNPA Records
<i>NNPA</i>	<i>A-L2</i>	No. of grants given to land managers for natural environment purposes	NNPA Records

<i>Source</i>	<i>B</i>	<i>Conservation of the Cultural Heritage</i>	
		GENERAL	
<i>NPA</i>	<i>B-1</i>	No. of SMR entries	NCC records
<i>NPA</i>	<i>B-2</i>	No. of scheduled monuments	NCC records
<i>NPA</i>	<i>B-3</i>	No. of listed buildings	NNPA records
<i>NPA</i>	<i>B-4</i>	Area of World Heritage Site	NNPA records
<i>NPA</i>	<i>B-5</i>	No. of conservation areas	NNPA records
<i>NPA</i>	<i>B-6</i>	No. of sites under active NP management	NNPA records
		ARCHAEOLOGY	
<i>NPA</i>	<i>B-7</i>	Ha. of archaeology landscape surveyed	NNPA records
<i>NPA</i>	<i>B-8</i>	No. of detailed site surveys	NNPA records
<i>NPA</i>	<i>B-9</i>	No. of new sites found/existing sites enhanced	NNPA records
<i>NPA</i>	<i>B-10</i>	No. of research & conservation projects	NNPA records
<i>NPA</i>	<i>B-11</i>	Total value of archaeological work	Not measured

Performance Indicators in Detail

<i>Source</i>	<i>B</i>	<i>Conservation of the Cultural Heritage (Continued)</i>	
<i>NPA</i>	<i>B-12</i>	% of external grant aid for archaeological work	Not measured
		HISTORIC BUILDINGS	
<i>NPA</i>	<i>B-13</i>	Surveys of historic buildings	NNPA records
<i>NPA</i>	<i>B-14</i>	Conservation projects at historic buildings	NNPA records
<i>NPA</i>	<i>B-15</i>	Total value of historic building projects	Not measured
<i>NPA</i>	<i>B-16</i>	% of external grant aid for historic building work	Not measured
		CONSERVATION AREAS	
<i>NPA</i>	<i>B-17</i>	No. of conservation area appraisals completed	NNPA records
		CONSULTATIONS	
<i>NPA</i>	<i>B-18</i>	No. of planning applications checked	Not measured
<i>NPA</i>	<i>B-19</i>	No. of planning applications where advice given	Not measured
		CULTURAL HERITAGE INTERPRETATION	
<i>NPA</i>	<i>B-20</i>	No. of sites newly interpreted	NNPA records
<i>NPA</i>	<i>B-21</i>	No. of events with historic environment theme	Archaeologists Records
<i>NPA</i>	<i>B-22</i>	No. of local tradition/culture events supported	Archaeologists Records

<i>Source</i>	<i>C</i>	<i>Recreation Management</i>	
<i>DETR</i>	<i>C-1</i>	1) % of paths which are easy to use by the public	Survey not carried out in 1999 therefore no results available
<i>NNPA</i>	<i>C-2</i>	2) % of paths which are signposted where they leave the road	Survey not carried out in 1999 therefore no results available
<i>DETR</i>	<i>C-3</i>	3) Total length of Public Rights of Way for which we have management responsibility	NNPA Records
<i>NNPA</i>	<i>C-4a</i>	4a) Total length of public footpaths	NNPA GIS Records
<i>NNPA</i>	<i>C-4b</i>	4b) Total length of public bridleways	NNPA GIS Records
<i>NNPA</i>	<i>C-4c</i>	4c) Total length of Byways Open to All Traffic	Not measured
<i>DETR</i>	<i>C-5a</i>	5a) Total area and % of land open to public access	NNPA Records
<i>DETR</i>	<i>C-5b</i>	5b) Area and % of land with access agreement (including land we own for access purposes)	NNPA Records
<i>NNPA</i>	<i>C-L1</i>	L1) Number of Visitor days annually	All Parks Visitor Survey 1994

Performance Indicators in Detail

<i>Source</i>	<i>D</i>	<i>Promoting Understanding</i>	
<i>DETR</i>	<i>D-1</i>	Visitor Centres effectiveness rating - average score	National Park Visitor Centre Survey Report 1999 / ETC Mystery shopper
<i>DETR</i>	<i>D-2a</i>	No. of visitors to NPA visitor and information centres	Figures from 'People Counters' at centres
<i>DETR</i>	<i>D-2b</i>	Net cost to NPA per visitor to visitor centres	Total costs/No. visitors
<i>DETR</i>	<i>D-3a</i>	No. of parties using NPA educational services	Education Service booking form records and Barrowburn files (this figure only includes field visits and not response to letters or hits on website)
<i>DETR</i>	<i>D-3b</i>	Net cost to NPA per customer of education service	Not measured
<i>DETR</i>	<i>D-4</i>	No. of individuals participating in NPA Group events and talks	No's recorded at Ingram Visitor Centre (includes Great Days out figures, Roman Roadshow and Catcleugh events)
<i>NPA</i>	<i>D-5a</i>	Level of awareness of the National Park among: the national population	Not measured
<i>NPA</i>	<i>D-5b</i>	the population within the National Park's catchment	Not measured
<i>NPA</i>	<i>D-5c</i>	the population within the National Park locality	Not measured
<i>NPA</i>	<i>D-5d</i>	Level of awareness of the National Park Authority services among the population of the National Park locality	Not measured
<i>NPA</i>	<i>D-6</i>	The percentage of users satisfied with NNPA's services for promoting understanding and enjoyment	Not measured
<i>NPA</i>	<i>D-7a</i>	Does NNPA measure the effectiveness of its programmes for promoting understanding and enjoyment	Not measured
<i>NPA</i>	<i>D-7b</i>	Has a plan been prepared and implemented by NNPA?	Not measured
<i>NPA</i>	<i>D-8</i>	Has NNPA identified, and prepared an action plan for removing barriers to access of its programmes and facilities for promoting Understanding & Enjoyment?	Not measured
<i>Source</i>	<i>E</i>	<i>Traffic and Transport</i>	
<i>NPA</i>	<i>E-1</i>	Is there a specific traffic and transport strategy for the area? Hadrian's Wall Area only. Is it endorsed by the National Park Authority? Has it been subject to public consultation? Has it been agreed by the majority of local transport authorities? Has it been reviewed in accordance with the timescale shown in the strategy?	Produced by English Heritage

Performance Indicators in Detail

Source	E	Traffic and Transport (Continued)	
NPA	E-2	Are we involved in partnership with others to - formulate strategic policy? - develop and implement action program's?	NNPA Records
NPA	E-3	% of NPA car parking spaces which are charged	NNPA Records
NPA	E-4	% of visitors using public transport to get to the Park	NNPA Records
NPA	E-5	% of visitors using public transport within the Park	Not measured
NPA	E-6	NPA revenue support (£) per passenger carried	Revenue support/No. passengers carried
NPA	E-7	Is there special provision for disabled parking?	NNPA Records
NPA	E-8	Do we make special provision for residents parking?	NNPA Records
NPA	E-9	Do we offer discounts or other incentives for public transport users?	NNPA Records
NPA	E-10	Do we have an adopted Green Travel Plan?	N/A
NPA	E-11	% of NPA Visitor Centres accessible by public transport in August?	NNPA/NCC Records
NPA	E-12	% of users of NPA Visitor Centres arriving by car?	Not measured
NPA	E-13	% of publications aimed at recreational users which include travel awareness messages	NNPA Publications
NPA	E-14	Availability of a hyperlink on NPA website to public transport information	NNPA Website
NPA	E-15	% of car parks with public transport information	NNPA Records
NPA	E-16	Have local quality criteria been developed for public transport in the National Park?	N/A
NNPA	E-L1	No. of passenger journeys using NNPA's Hadrian's Wall Bus service	Stagecoach Cumberland Record

Source	F	Ranger and Volunteer Services	
NPA	F-1a	Key stakeholders satisfaction rating (survey by independent consultants)	Not measured
NPA	F-1b	Customer satisfaction rating	Not measured
NPA	F-2a	Does the National Park Authority have a Ranger Strategy?	No
NPA	F-2b	Average number of hectares of National Park per Ranger	Area of NNP/No. Rangers
NPA	F-2c	No. of Ranger posts per 100,000 visitors	(No. of visitors/No. Rangers) x 100,000
NPA	F-2d	No. of Ranger posts per 1,000 residents (includes Rothbury Village)	(No. Rangers/No. Residents) x 100
NPA	F-2e	Net expenditure per 100,000 visitors	Expenditure/No. visitors
NPA	F-2f	Net expenditure per 1,000 residents	Expenditure/est no. residents
NPA	F-3	No. of parish councils / community groups with whom formal links exist	Not measured
NPA	F-4	No. of formal meetings with parish councils / community groups this year	Not measured
Source	F	Ranger and Volunteer Services (Continued)	
NPA	F-5a	Does the National Park Authority have a volunteer strategy?	No

Performance Indicators in Detail

<i>NPA</i>	<i>F-5b</i>	No. of staff days per 100 volunteer days	Not measured
<i>DETR</i>	<i>F-5c</i>	No. of volunteer days on projects relating primarily to National Park purposes	Voluntary Warden Co-ordinator Records
<i>NPA</i>	<i>F-6</i>	Level of awareness of the Voluntary Warden service in the farming and resident community	Not measured
<i>NPA</i>	<i>F-7</i>	Is there an agreed maintenance programme for the year?	3 monthly work programmes are drawn up.
<i>NPA</i>	<i>F-8</i>	% of tasks meeting agreed completion date	Not measured
<i>NNPA</i>	<i>F-L1</i>	NP Voluntary Warden days/year	Voluntary Warden Co-ordinator Records
<i>NNPA</i>	<i>F-L2</i>	NP Voluntary Warden Projects	Voluntary Warden Co-ordinator Records
<i>NNPA</i>	<i>F-L3</i>	Farm visits	Diary entries from officers/Rangers visiting farms
<i>NNPA</i>	<i>F-L4</i>	No. of NPA Voluntary Wardens	Voluntary Warden Co-ordinator Records

<i>Source</i>	<i>G</i>	<i>Development Control</i>	
<i>NPA</i>	<i>G-1</i>	No. of applications processed	
<i>NNPA</i>	<i>G-2</i>	% of applications approved	NCC Planning Department Records
<i>BVPI</i>	<i>G-3</i>	% of householder applications decided within 8 weeks	NCC Planning Department Records
<i>BVPI</i>	<i>G-4</i>	% of all applications determined within 8 weeks	NCC Planning Department Records
<i>BVPI</i>	<i>G-5</i>	Average time taken to determine all applications	NCC Planning Department Records
<i>DETR</i>	<i>G-6</i>	No. of decisions on planning appeals reported during the year	NCC Planning Department Records
<i>DETR</i>	<i>G-7</i>	% of appeals that were successful	NCC Planning Department Records
<i>BVPI</i>	<i>G-8</i>	No. of advertised departures from the statutory plan	NCC Planning Department Records
<i>BVPI</i>	<i>G-9</i>	Net expenditure on planning per head of population	Cost of contract/estimated population
<i>NPA</i>	<i>G-10</i>	% of new homes built on previously developed land	NCC Planning Department Records
<i>BVPI</i>	<i>G-11</i>	Score against checklist of planning best practice	Not measured
<i>NPA</i>	<i>G-12</i>	% of applicants satisfied with the service received	Not measured

<i>Source</i>	<i>H</i>	<i>Community and Forward Planning</i>	
<i>NPA</i>	<i>H-1</i>	Age of the National Park Management Plan (since adoption)	NNPA Records
<i>NPA</i>	<i>H-2</i>	Age of the current structure plan (since adoption)	NNPA Records
<i>NPA</i>	<i>H-3</i>	Age of the local development plan (since adoption)	NNPA Records
<i>BVPI</i>	<i>H-4</i>	% of NPA population covered by a local development plan	NNPA Records
<i>NNPA</i>	<i>H-L1</i>	No. of businesses with improved electricity supply	NNPA Records

Performance Indicators in Detail

<i>Source</i>	<i>I</i>	<i>Corporate and Democratic Functions</i>	
<i>BVPI</i>	<i>I-1</i>	The level of the Commission for Racial Equality's 'Standard for Local Government' to which the authority conforms	NNPA/NCC Records
<i>BVPI</i>	<i>I-2</i>	No. of complaints classified by the Ombudsman as: a) Maladministration, b.) Local Settlement	NNPA Authority Papers
<i>BVPI</i>	<i>I-3</i>	The % of invoices which were paid in 30 days	NNPA Financial Information System records
<i>BVPI</i>	<i>I-4</i>	The proportion of working days lost to sickness absence	NNPA/NCC Records
<i>BVPI</i>	<i>I-5</i>	Voluntary leavers as a % of the staff in post (permanent & fixed term)	NNPA/NCC Records
<i>BVPI</i>	<i>I-6</i>	Early retirements as a % of the total workforce (all staff)	NNPA/NCC Records
<i>BVPI</i>	<i>I-7</i>	Ill-health retirements as a % of early retirements	NNPA/NCC Records
<i>NPA</i>	<i>I-8</i>	% of senior posts filled by women	NNPA records
<i>BVPI</i>	<i>I-9</i>	The % of staff declaring that they meet the Disability Discrimination Act disability definition of that within the local population.	NNPA records
<i>NPA</i>	<i>I-10</i>	The % of staff from ethnic minorities as a ratio of that within the total workforce	NNPA/NCC Records
<i>NPA</i>	<i>I-11</i>	% of media contacts satisfied with NPA services	Not measured
<i>NNPA</i>	<i>I-L1</i>	% of telephone calls answered in 18 secs	100% due to the use of the Agent Phone System
<i>NNPA</i>	<i>I-L2</i>	Av. time to answer letters from the public	Data taken from Citizen's Charter Report
<i>NNPA</i>	<i>I-L3</i>	% of letters replied in 10 working days	Data taken from Citizen's Charter Report
<i>NNPA</i>	<i>I-L4</i>	Does NNPA's complaints system meet the Audit Commission's needs ?	NNPA Authority Papers
<i>Source</i>	<i>J</i>	<i>Training and Development</i>	
<i>DETR</i>	<i>J-1</i>	No. of staff training days	NNPA training records
<i>DETR</i>	<i>J-2</i>	Average number of training days per Member	No. of days/No. of members
<i>NNPA</i>	<i>J-L1</i>	Has NNPA attained Investors in People status	Nationally Certified

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Northumberland
NATIONAL PARK

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