

# Dartmoor National Park Authority Business Plan 2020 - 2021



**April 2020**



# Contents

<b>Section 1</b>	<b>Welcome</b> .....	<b>3</b>
<b>Section 2</b>	<b>Vision for Dartmoor National Park</b> .....	<b>4</b>
	How we will deliver for Dartmoor National Park .....	5
<b>Section 3</b>	<b>Our Business Plan</b> .....	<b>6</b>
	The way we work .....	7
	Measuring progress .....	7
	The work of the Authority .....	8
	Key actions .....	10
<b>Section 4</b>	<b>Funding and Expenditure</b> .....	<b>20</b>
	Sources of funding .....	20
	Projected expenditure 2020 - 2021 .....	20



## Section 1

# Welcome

Government commissioned an independent review of National Parks in 2019 led by Julian Glover. His report, published in Autumn 2019, outlines an ambitious vision to make all the National Parks in England better for people and better for wildlife. We welcome this agenda and hope the Government, and others, will help us deliver this shared vision by providing the support required.

In February the Authority consulted on a draft review of the National Park Management Plan. Many people have been involved in the development of the draft plan which has been undertaken within the context of the Government's 25 Year Environment Plan and the 8 Point Plan for National Parks. The Plan follows the spirit of the Glover Review findings and takes forward what is possible within current structures, powers and funding. In particular, the Plan embraces the challenge to be bold and ambitious in setting the future Vision for Dartmoor, which echoes the clear message from local communities and communities of interest during preparation of the Management Plan. The Plan sets a vision and ambition to make Dartmoor better for people, nature and heritage.

In May 2019 the UK Parliament approved a motion declaring a climate change emergency and for the Government to achieve net zero emissions before 2050. In July 2019 the Authority declared a climate and ecological emergency and have developed an active Action Plan for the Authority to be carbon neutral by 2025. Since 2010 we have already achieved a 40% reduction in Carbon Dioxide emissions from our own operations but want to do more both in our daily operations and through management of the National Park. This is a strong theme in the revised Management Plan alongside nature enhancement.

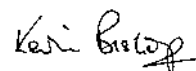
Our ambition is to act as a **powerful and effective enabler and advocate** for Dartmoor National Park, working with others to deliver a National Park that is thriving, inspirational and valued. The Business Plan sets out what this means in practice and how we will seek to achieve it. We have reflected the vision and ambition of the new draft Management Plan in the Business plan - there is always a close correlation between the Authority's priorities and those identified through consultation and engagement in the preparation of the Management Plan.

We seek to maintain and enhance Dartmoor's natural environment and to conserve and promote its internationally important cultural and historic environment. We want to welcome a wider range of people and in doing so increase the health and well-being benefit for individuals and to wider society. We accept that this will need careful management and help from our visitors to look after and care for the National Park. We want Dartmoor to be a great place to live and work for people of all ages; low carbon, thriving and resilient communities and businesses, a diverse economy with access to employment and housing. We aim to support the farming community in uncertain times and help them prepare for the new ELMS scheme so that they can continue to farm on Dartmoor, delivering positive environmental outcomes whilst maintaining thriving farm businesses.

Our challenge is to **bring everybody together** to help deliver this new vision for Dartmoor: making choices that balance the needs of people and place, embrace positive change and inspire the next generation to help shape its future.



**Pamela Woods**  
Chair



**Kevin Bishop**  
Chief Executive



## Section 2

# Vision for Dartmoor National Park



Dartmoor National Park is an extraordinary landscape: shaped by nature and humans over time, steeped in history but always changing, one of Britain's finest. It has the power to inspire and enrich lives.

Our Vision is to make Dartmoor better for future generations: climate resilient, nature rich, beautiful, connected to the past; a place where people of all ages and backgrounds can live, work or visit. A place that is loved, cherished and cared for.

It will be:

- **Alive with nature:** Networks of healthy habitats that are home to many different plants, insects and animals create a more resilient natural environment connected within and across the boundary of the National Park. Some areas will feel wilder as nature is allowed to take its course.
- **Celebrated and enhanced:** Dartmoor's natural beauty and rich cultural heritage is better understood, valued and looked after.
- **A warm welcome for all:** Enriching people's lives, reaching out to people from all backgrounds, connecting them with this special place. Transformative experiences will inspire people to care for the National Park.
- **A great place to live and work:** People of all ages can enjoy living and working in low carbon, flourishing communities that are connected physically and digitally. Farming and forestry businesses play a key role in delivering a high quality environment and local products alongside a range of other public benefits.
- **Carbon neutral:** Dartmoor's peatlands, soils and woodlands will store significantly more carbon. Responding to climate change will be embedded in our way of life, making the best use of natural resources and reducing carbon emissions.

Everyone will come together to deliver this Vision for Dartmoor, make choices that balance the needs of people and place, embrace positive change and inspire the next generation to help shape its future.

## Section 2

### How we will deliver for Dartmoor National Park

*“We will act as an enabler and advocate for Dartmoor National Park; working with others to deliver a National Park that is thriving, inspirational and valued”*

By this we mean:

<b>Enabler</b>	Making things happen Generating and receiving ideas Experimenting and learning Prepared to take managed risks
<b>Advocate</b>	Raise the profile The voice for Dartmoor National Park Lead by example
<b>Others</b>	From local communities to Ministers
<b>Thriving</b>	From local businesses, farming, biodiversity to cultural heritage and local services
<b>Inspirational</b>	Through the work we do, and the special qualities of the National Park, inspire people to: <ul style="list-style-type: none"><li>■ Engage, enjoy and help look after the National Park;</li><li>■ Support and demonstrate how to live differently (i.e. within environmental limits);</li><li>■ Encourage people to try new things, learn more.</li></ul>
<b>Valued</b>	Support for the National Park Recognition by local communities, visitors, Government and partners of the importance of the National Park and the work of the Authority

In addition a number of core values will underpin the way in which we work.

We will:

- Ensure that our relationships with the public, partners and each other are founded on honesty, transparency, impartiality and consistency, demonstrating equality and fairness in everything that we do and being open to challenge;
- Value the people who work for Dartmoor - our staff, Members, and volunteers and seek to involve, empower and develop them;
- Place the environment at the heart of everything we do.

## Section 3

# Our Business Plan



Dartmoor National Park Authority is a small organisation with limited resources available to fulfil our two statutory purposes of:

- conserve and enhance the natural beauty, wildlife and cultural heritage of the National Park.
- promote opportunities for the understanding and enjoyment of the special qualities of the area by the public.

In carrying out this work, we are also required to:

- seek to foster the economic and social well-being of local communities within the National Park.

In February 2020 we issued a consultation on the draft National Park Management Plan review. This is an important document for the National Park and the Authority, it sets out a future vision for the management of the National Park and key actions to achieve that vision. Many partners and stakeholders have helped shape the draft plan through workshops, themed working groups and a public consultation. We have sought to embed the central messages from the Glover Review in the draft and ensure that it relates to national priorities as expressed in the 25 Year Environment Plan. It is a bold and ambitious plan that will require a partnership approach if it is to be successfully delivered.

Much of the work we do is undertaken in partnership with others in order to achieve the best outcomes for Dartmoor National Park, the people who live and work here and those who visit this special place. Our partners range from our constituent authorities (Devon County Council, West Devon Borough Council, Teignbridge District Council, South Hams District Council and Mid-Devon District Council) to environmental Non-Governmental Organisations (NGOs), landowners, land managers and community groups.

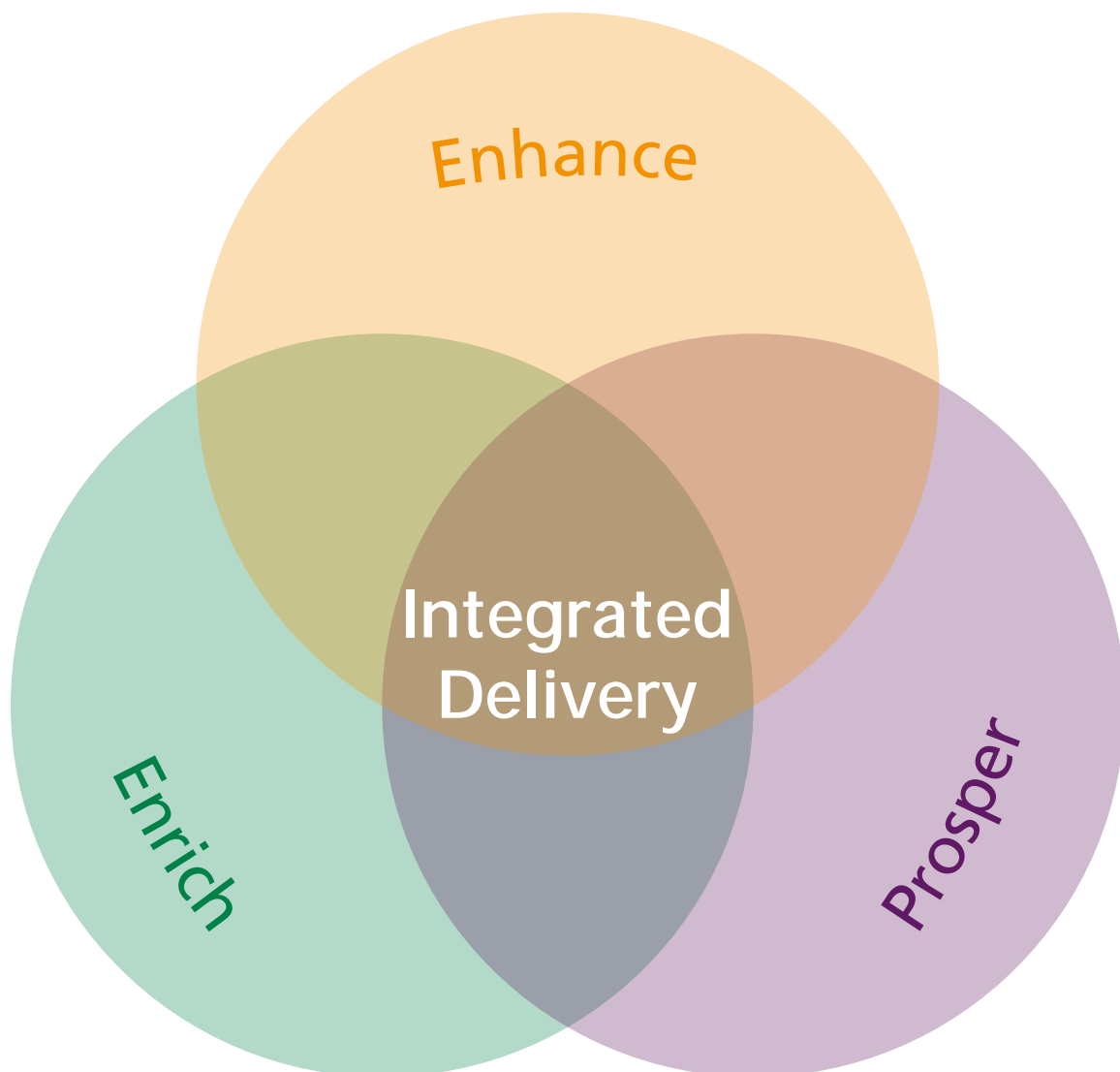
The priorities in the Business Plan reflect the vision and key priorities as outlined in the draft Management Plan; they are informed by Government (in particular the [25 Year Environment Plan](#), [8 Point Plan for National Parks](#) and the findings of the Glover Review) and they also reflect the views of Members and staff.

Due to the strong link to the National Park Management Plan, this Business Plan reflects the key themes of the Plan: Enhance, Enrich and Prosper.

## Section 3

### The way we work

Whilst our work is presented under four themes our overall goal is to work in an integrated way (often with partners) to ensure that each work area or priority action considers and delivers across all themes and helps Dartmoor become carbon neutral.



### Measuring progress

At the end of each financial year, the Authority completes an annual performance review which contains information about the progress made in delivering the actions in the Business Plan, together with achievement against a comprehensive set of performance indicators.





## Section 3

### The work of the Authority

This plan sets out the key strategic actions we will develop in 2020/21 in support of our priorities. Our core business continues on a daily basis, this includes:

#### Enhance

**Alive with Nature, landscape beauty and cultural heritage celebrated and enhanced, responding to climate change, making the best use of natural resources and reducing carbon emissions**

<b>Undertaking, researching and monitoring Dartmoor's biodiversity, cultural heritage and landscape</b>	Over 26% of Dartmoor is of international importance for biodiversity. There is also an extensive network of County Wildlife Sites.
<b>Implementing practical conservation and enhancement works for biodiversity, cultural heritage and landscape.</b>	Over 1,000 Scheduled Monuments. Most important area of Bronze Age archaeology in Western Europe. Remove or reduce risk to over 10 Scheduled Monuments a year through proactive management, advice and significant volunteer effort.
<b>Offering advice and supporting conservation on Dartmoor through practical projects and partnership working</b>	100% of our key indicator species stable or increasing (in terms of population) supported by on-going partnership working for species such as fritillary butterflies and waders.

#### Enrich

**A warm welcome for all. Responding to climate change will be embedded in the way we use Dartmoor**

<b>Managing and maintaining public rights of ways and open access land</b>	734km public rights of way and 88% classified easy to use. 46,663ha of open access land land.
<b>Operating three visitor centres and a number of car parks and public toilets</b>	170,000 visitors to Visitor Centres. 2.4 million visitors to Dartmoor each year.
<b>Providing opportunities for people to learn more skills through volunteering</b>	9,000 volunteer days organised or supported.
<b>Supporting formal education and life-long learning</b>	1,300 school children involved in formal educational trips.



## Section 3

### Prosper

A great place to live and work. Responding to climate change will be embedded in our way of life.

<b>Enabling development that is 'good for Dartmoor' through our role as the Local Planning Authority</b>	Circa. 600 planning applications per year.
<b>Providing business support and training to over 350 hill farmers through the Dartmoor Hill Farm Project</b>	90% of Dartmoor is farmed helping to deliver the landscape that millions enjoy every year.
<b>Championing better communication networks</b>	Securing funding for a wireless superfast broadband network that should ensure that over 90% of Dartmoor premises have access to superfast broadband.

### Be an excellent organisation

A carbon neutral efficient and effective organisation that works with partners to deliver the best outcome for Dartmoor

<b>Ensuring our financial processes are robust and suppliers are paid within 30 days</b>	99% of invoices paid on time.
<b>Bringing in excess of £4.8m each year to Dartmoor (in terms of funding for our core work and other partnership projects)</b>	Every pound spent by the Authority generates over £4.00 for the local economy.
<b>Managing our own estate, including the Higher Uppacott Grade 1 Listed Building and areas of open moorland such as Haytor</b>	Higher Uppacott is a rare example of a medieval longhouse with an unaltered shippon (cattle shelter). Haytor is one of the most visited parts of the National Park – over 70,000 visits per annum - and an important habitat for rare species such as the Curlew and Cuckoo.
<b>Reducing our carbon footprint</b>	Since 2009/10 we have reduced our carbon emissions (Scope 1 and 2) by over 50%.

## Section 3

### Key Actions to Deliver Business Plan Priorities

	Key action to deliver our priorities 2020/21	Business Plan priorities	Target start date	Target end date	Contribute to carbon neutral	25 Year Environment Strategy	Glover Review
1	<p>Deliver DNPA's Climate Action Plan</p> <p><i>Outcomes sought</i> – Carbon neutral Authority by 2025.</p>	P6	Started	2025	✓		
2	<p>Implement Dartmoor Test and Trails and develop the moorland vision to cover the whole of the NP</p> <p><i>Outcomes sought</i> – A new ELMS that reflects Dartmoor's special qualities and provides scope to maintain and enhance a wide array of public benefits. A role for the Authority in co-designing the system and facilitating in its delivery through advice.</p>	P1 P2 P3 P4 P5 P6	Started	2024	✓	✓	✓
3	<p>An enhanced Visitor Centre Postbridge</p> <p><i>Outcome sought</i> – An enhanced National Park Visitor Centre at Postbridge which will enable us to better interpret the archaeological and cultural importance of Dartmoor, support local economic development and enhance peoples' experience of the National Park.</p>	P4 P5	Started	2020		✓	✓
4	<p>Complete the revised Management Plan for Dartmoor National Park</p> <p><i>Outcome sought</i> – A Management Plan that is owned and supported by stakeholders, outlines a clear vision for the National Park and provides a framework for partnership working.</p>	P1 P2 P3 P4 P5 P6	Started	2020	✓	✓	✓
5	<p>Deliver the Next Generation Manifesto</p> <p><i>Outcomes sought</i> – The next generation engaging with and influencing the future of the National Park; championing delivery of the next generation manifesto.</p>	P1 P2 P3 P4 P5 P6	Started	Ongoing	✓	✓	✓

#### Priorities key:

■ **P1** Better for Nature   ■ **P2** Better for Cultural Heritage   ■ **P3** Better for Farming and Forestry   ■ **P4** Better for People   ■ **P5** Better for Communities and Business   ■ **P6** An excellent organisation

## Section 3

	Key action to deliver our priorities 2020/21	Business Plan priorities	Target start date	Target end date	Contribute to carbon neutral	25 Year Environment Strategy	Glover Review
6	<p>Local Plan</p> <p><i>Outcomes sought</i> – An adopted Local Plan that (together with the Management Plan) provides a framework for the future development and management of the National Park, helps deliver National Park purposes and vibrant communities.</p>	<p>P1</p> <p>P2</p> <p>P3</p> <p>P4</p> <p>P5</p>	Started	2021	✓	✓	✓
7	<p>Enabling development that is good for Dartmoor</p> <p><i>Outcomes sought</i> – Proactive planning enabling support for affordable housing delivery, economy and regeneration.</p>	P5	2020	Ongoing	✓	✓	✓
8	<p>Delivering Biodiversity Net Gain</p> <p><i>Outcome sought</i> – Start preparing a Supplementary Planning Document (SPD) to guide the delivery of a broad approach to Biodiversity Net Gain through emerging Local Plan policy. With potential for pilot project links with ELMS and NFM.</p>	<p>P1</p> <p>P4</p> <p>P5</p>	2020	2021	✓	✓	✓
9	<p>Peatland Restoration</p> <p><i>Outcomes sought</i> – Restoration and enhancement of 276ha of peatland on Dartmoor between 2018 and 2021. Agreed strategy and funding for future delivery.</p>	<p>P1</p> <p>P3</p> <p>P4</p>	Started	Current programme funded until 2021	✓	✓	✓
10	<p>Common Cause</p> <p><i>Outcomes sought</i> – Shared local visions for commons, showcasing new approaches to management of common land to deliver a range of public benefits. Improved public understanding of commoning. Contribute to thinking about ELMS.</p>	<p>P1</p> <p>P2</p> <p>P3</p> <p>P4</p>	Started	Subject to funding – decision expected March 2020	✓	✓	✓
11	<p>Develop a network of landscape scale nature recovery areas</p> <p><i>Outcomes sought</i> – Test nature recovery at a landscape scale in two pilot areas working closely with farmers, landowners and local communities.</p>	<p>P1</p> <p>P4</p>	2020	2022 Implementation subject to funding	✓	✓	✓

### Priorities key:

■ **P1** Better for Nature   ■ **P2** Better for Cultural Heritage   ■ **P3** Better for Farming and Forestry   ■ **P4** Better for People   ■ **P5** Better for Communities and Business   ■ **P6** An excellent organisation

## Section 3

	Key action to deliver our priorities 2020/21	Business Plan priorities	Target start date	Target end date	Contribute to carbon neutral	25 Year Environment Strategy	Glover Review
12	Produce species re-introduction strategy <i>Outcomes sought</i> – Strategic approach focusing on species that support the greatest environmental benefit and are supported by Dartmoor community.	P1 P4	2020	2022 Implementation subject to funding	✓	✓	✓
13	Natural Flood Risk Management <i>Outcome sought</i> – Test natural approaches to flood management that deliver a range of public benefits in a way that supports the farming/land owning community. Agree future priorities and seek funding. Contribute to thinking on ELMS.	P1 P5	November 2018	Current project ends 2021	✓	✓	✓
14	Dark Night Skies <i>Outcomes sought</i> – Ensure that our policy framework supports Dark Night Sky status and, subject to cost, apply for International Dark Sky status.	P1 P2 P4 P5	Ongoing	2021	✓	✓	✓
15	Dartmoor Hill Farm Project <i>Outcome sought</i> – Support for farm businesses across the National Park to help them deliver a range of public goods as part of a sustainable business and promote effective collaboration.	P1 P2 P3 P5	Started	Funded until Feb 2023	✓	✓	✓
16	Love Moor Life <i>Outcome sought</i> – Changed behaviour of all visitors, locals and tourists, by improved understanding of Dartmoor and its special qualities leading to reduced number of incidents and bylaw offences.	P1 P2 P3 P4 P5	Started	Ongoing		✓	
17	Pathways Project <i>Outcome sought</i> – Access routes and associated infrastructure that is in good condition, easy to use and helps support the Dartmoor economy; delivery supported by volunteers and fundraising.	P4 P5	Started	Ongoing		✓	✓

### Priorities key:

■ P1 Better for Nature ■ P2 Better for Cultural Heritage ■ P3 Better for Farming and Forestry ■ P4 Better for People ■ P5 Better for Communities and Business ■ P6 An excellent organisation



## Section 3

	Key action to deliver our priorities 2020/21	Business Plan priorities	Target start date	Target end date	Contribute to carbon neutral	25 Year Environment Strategy	Glover Review
18	<p>Junior and Youth Rangers</p> <p><i>Outcome sought</i> – An expanded programme that provides a range of young people from all backgrounds with an enjoyable experience and a better understanding of the National Park; nurturing the skills and passion and building a long term relationship between the young people, Dartmoor and the Authority. Future ambassadors.</p>	<p>P1</p> <p>P2</p> <p>P4</p>	Started	Ongoing		✓	✓
19	<p>Outreach and Engagement Strategy</p> <p><i>Outcome sought</i> – A funded strategy delivering a significant increase in the range and number of people who visit or engage with the NP and develop a long lasting connection with the place.</p>	P4	Started	Ambition of delivery will depend on external funding		✓	✓
20	<p>A healthy future for local produce</p> <p><i>Outcome sought</i> – Agreed programme of activity to further develop and help promote local produce; reducing food miles and supply chains.</p>	<p>P3</p> <p>P5</p>	2020 subject to funding		✓	✓	
21	<p>Moor Otters 2</p> <p><i>Outcome sought</i> – A public arts trail that raises income for National Park projects, supports local businesses, helps engage new audiences and raises the profile of the National Park.</p>	<p>P1</p> <p>P4</p> <p>P5</p> <p>P6</p>	Started	Summer 2020		✓	✓
22	<p>Contribute to Government reviews and policy</p> <p><i>Outcome sought</i> – Glover, CSR, Brexit</p> <p>A policy framework that supports National Parks and the work of the Authorities and provides for the future enhancement of the place and further improvements to the work of the authorities.</p>	P6	Ongoing	<p>Spending Review 2020</p> <p>Government response to Glover 2020</p>	✓	✓	✓
23	<p>Moorscapes</p> <p><i>Outcome sought</i> – A community grant scheme for projects that enhance the environment, respond to climate change and/or help a wider range of people understand or enjoy it.</p>	<p>P1</p> <p>P2</p> <p>P4</p> <p>P5</p>	June 2020	Subject to external funding	✓	✓	✓

### Priorities key:

■ **P1** Better for Nature   ■ **P2** Better for Cultural Heritage   ■ **P3** Better for Farming and Forestry   ■ **P4** Better for People   ■ **P5** Better for Communities and Business   ■ **P6** An excellent organisation

## Section 3

	Key action to deliver our priorities 2020/21	Business Plan priorities	Target start date	Target end date	Contribute to carbon neutral	25 Year Environment Strategy	Glover Review
24	<p>Develop a green transport and behaviour change strategy</p> <p><i>Outcome sought</i> – Carbon emissions from traffic in the National Park are reduced as visitors and local communities have options for, and choose, greener travel.</p>	P4 P5	June 2020	March 2021 Delivery will be subject to funding	✓	✓	✓
25	<p>Deliver the revised Dartmoor Recreation Strategy</p> <p><i>Outcome sought</i> – Projected increase in visitor numbers are positively managed to help people enjoy the National Park whilst supporting nature recovery and providing positive benefit to local businesses and communities.</p>	P1 P2 P3 P4 P5	Started	Ongoing	✓	✓	✓
26	<p>Develop a new partnership project to deliver Management Plan priorities and apply for National Heritage Lottery Funding to deliver. Or Develop new NHLF Application</p> <p><i>Outcome sought</i> – An external funding package to help deliver key priorities in the NPMP review including nature recovery, environmental enhancement, engaging and welcoming a wider range of people and supporting sustainable use of the NP.</p>	P1 P2 P3 P4 P5	Started	2027	✓	✓	✓
27	<p>Developing a strong evidence base</p> <p><i>Outcome sought</i> – Strong partnerships with local Universities to develop, deliver and share research and/or expert knowledge to support decision making.</p>	P1 P2 P3 P4 P5 P6	Ongoing	Summer 2021		✓	

### Priorities key:

■ **P1** Better for Nature  
 ■ **P2** Better for Cultural Heritage  
 ■ **P3** Better for Farming and Forestry  
 ■ **P4** Better for People  
 ■ **P5** Better for Communities and Business  
 ■ **P6** An excellent organisation

## Section 4

# Funding and Expenditure

## Sources of funding

	£
	<b>2020/21</b>
National Park Grant (NPG) direct from Defra	3,825,865
From Reserves	361,903
Income through sales, fees, charges & treasury management	558,276
Other Grants	194,755
<b>Total Funds Available</b>	<b>4,940,799</b>

## Projected expenditure 2020 - 2021

