

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

21 November 2014

DRAFT COMMUNICATIONS STRATEGY AND VISITOR CENTRES UPDATE

Report of the Interim Manager Communications and Visitor Services

Recommendation: **That Members:**

- (i) **review the draft communication strategy and outline plan attached appendix, comment as appropriate**
- (ii) **note the update on the visitor centres and direction of travel for the retail strategy**

1 Background

- 1.1 The Authority appointed an interim manager to provide strategic leadership to communications and visitor services. A key element to this secondment was the production of a communications strategy for Dartmoor National Park Authority.
- 1.2 To inform the development of the strategy, a survey was undertaken with staff and members and a session about communications was facilitated at the Member Workshop in July. Meetings were also held with key individuals and the findings of the Residents Survey 2013 were reviewed.

2 Our Communications Strategy

- 2.1 The draft communications strategy sets the direction of travel for the organisation for the next two years. Members are asked to note the strategy is for the whole organisation to own and deliver, not just a single team. It is for staff and Members.
- 2.2 The strategy will support the delivery of a more conversational and engaging approach to communications, using a range of methods and tools. It will underpin our priorities and support the delivery of our Business Plan; linking the themes Sustain, Enjoy and Prosper.
- 2.3 Good communication helps people understand what we do and why we do it. It helps develop an appreciation of our work and keeps our profile raised. This is important – especially in an age of austerity where we need our role to be valued.
- 2.4 The organisation has had a very operational, output based approach to communications with no strategic direction set with regard to a ‘narrative’ that communicates *why* we do, as well as *what* we do.

3 Our audiences, principles of communication and key messages

- 3.1 The draft strategy defines our main audiences, our key messages [narrative] and sets out some key principles for good communication.
- 3.2 The two year outline plan sets out a direction of travel that starts with supporting staff and members to be better at engaging communications. Members are invited to consider this approach and suggest further developments.

4 Supporting tools

- 4.1 The outline plan identifies a number of supporting tools to support the delivery of the strategy; namely:
 - Website
 - Social media
 - Communications team
 - Our brand
- 4.2 A website is an organisations window on the world; its primary communication tool. Our current website is not based on our user needs; our customers have expectations of the online world that we are struggling to meet. Content must be brief, easy to find, dynamic and what they want not what we want. It is recommended that a new website is built in 2015, to develop a revitalised and fully fit for purpose communications tool. A key element of this work will be to review, edit and reduce the amount of text on our website.

5 Measuring success

- 5.1 The communications strategy will be evaluated against both hard and soft measures. Hard measures will be built into the Authority's performance indicators; soft measures will include; confident better communicators amongst staff, an improved reputation as a 'listening' authority, with the work we do understood and valued by our customers.

6 Visitor Centres Update

- 6.1 Visitor footfall to the Visitor Centres has increased across all three centres in the first seven months of the year. This can be partly attributed to the good weather, but also improved communication, resulting in a number of very positive articles in the press and on social media about the Visitor Centres and in particular Princetown. This is backed up anecdotally by the positive comments in the Visitor Centre guest book. However, whilst visitor figures have risen by approximately 10%, spend per visitor has risen by nearly 30% and across the three centres is just under an average spend of £1.00 per visitor, compared to £0.72 in 2013/14.
- 6.2 The level of service offered by the centres has also been recognised by the Visit Devon Award's judges who have voted the National Park Visitor Centres one of the best three Visitor Information Services in Devon.
- 6.3 The Visitor Centres now stock a significantly increased range of products and critically a much greater number of locally sourced and produced products – Made on

Dartmoor. The product range now includes mugs, t-shirts, woollen leads, twine, woollen brooches, woollen boot liners, soap, water, sauces and pony poo paper! Coupled with a greater number of local artists with cards, calendars and bookmarks as well as the more traditional maps, books and souvenirs, the Visitor Centres are now being recognised as a destination to get good quality locally sourced gifts. There will be further additions to the lines in 2015 and greater promotion of those who are part of the Made on Dartmoor range. This promotion will start on Saturday 29 November with a Christmas Fair at the National Park Visitor Centre, Princetown with many of the artists displaying their products.

- 6.4 The Visitor Services team will ensure that the momentum is carried on with presence at three Christmas fairs this season; a completed retail strategy looking at online sales, third party sales and joint products with the National Park family; a series of Visitor Centre talks planned for 2015 and further updates and enhancements to all three Centres throughout 2015

SAM HILL

DRAFT

Dartmoor National Park

Our Communications Strategy 2015-2017

*Good communication is not simply telling people what we do;
It's two-way, based on conversations, engaging and listening*



DRAFT

November 2014



Join the Dartmoor “Conversation...”



Dartmoor is our passion.

We are an **enabler** and **advocate** for **Dartmoor National Park**; working with others to deliver a National Park that is **thriving, inspirational** and **valued by all**.

We work hard to **protect** and **conserve** the **cultural heritage, landscape** and **wildlife**

We are a **listening, open** and **transparent** organisation

We want **people** to **enjoy** Dartmoor as much as we do, it's a **very special place**

We **understand** the **challenges** of **living** and **working** on **Dartmoor**

We **involve** and **work** with **partners** and **communities** to **understand, conserve** and **manage** the **National Park**

Dartmoor is one of **'Britain's Breathing Spaces'**

We **champion** **Dartmoor** and its **communities**

We **support** a **diverse, resilient economy** that **contributes** to the **special qualities** of **Dartmoor**

We manage planning to meet **local need** and ensure **Dartmoor's special qualities** are maintained



We provide a valuable 'service' for your National Park

1. Introduction

The image that an organisation portrays is the sum total of many parts; it is its reputation, its brand; its values and its culture - **its personality**.

The interaction we all have with people is key to our image and reputation. Our conversations and the service our customers receive from us will shape their impression of the organisation.

For an organisation such as Dartmoor National Park Authority there is an added layer of complexity; our relationships with partners, stakeholders, landowners, Government agencies, businesses and other National Parks; we can be many different things to different people.

Our Business Plan shares the vision of what sort of organisation we want to be:

We are an enabler and advocate for Dartmoor National Park; working with others to deliver a National Park that is thriving, inspirational and valued by all.

Do we convey the passion we have for Dartmoor in the way we communicate with our audiences? How we enjoy it and value it as a special place as much as our customers and stakeholders do?

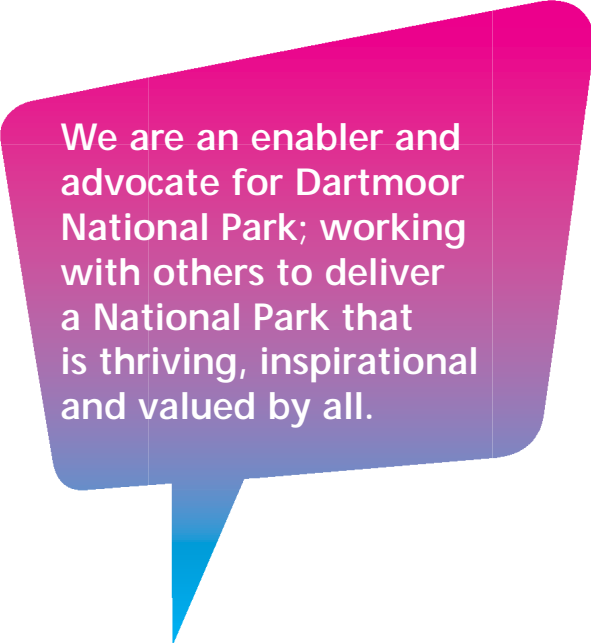
How often do we engage with our audiences, or do we just tell them?

This strategy will help to start to develop an approach that addresses these questions. It will underpin our organisational priorities and support the delivery of our Business Plan; linking the themes **Sustain**, **Enjoy** and **Prosper** through the integrated delivery of communications.

It sets out how we will listen and engage more with our audiences and support everyone to play their part. It will support a conversational approach to communications, using a range of methods and tools to do this and build good relationships with our customers.

We must plan our approach to communications as an organisation - better collaboration between teams ensuring our narrative is consistent and portraying our key messages.

Ultimately we must ensure that we are all sharing the same vision, aligning everything we do with Dartmoor the place. This strategy sets out the framework for this, with a direction of travel for the next two years.



We are an enabler and advocate for Dartmoor National Park; working with others to deliver a National Park that is thriving, inspirational and valued by all.



2. Our outcomes and objectives

Why is good communication important? In our case it helps people understand what we do and why we do it. It helps develop an appreciation of our work and keeps our profile raised. This is important - especially in an age of austerity where we need our role to be valued.

The outcome required of our communications strategy is:

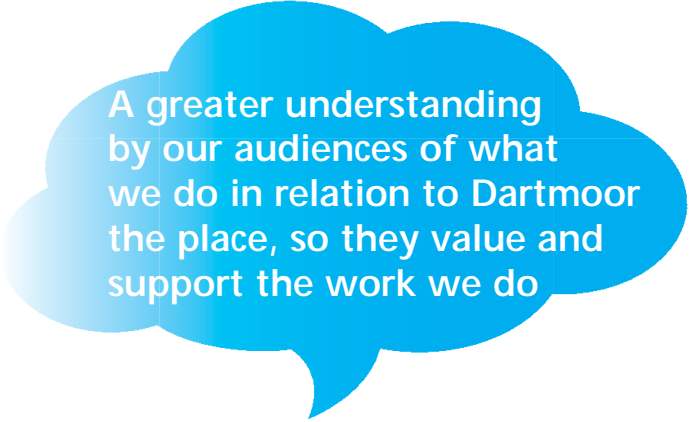
- **A greater understanding by our audiences of what we do in relation to Dartmoor the place, so they value and support the work we do**

We will do this by developing:

- **Excellent relationships with our communities and stakeholders**
- **A good reputation as an organisation that listens, understands and acts**


Our communications objectives are:

- To support staff and members to feel confident to deliver high-quality two-way communications, that are audience appropriate and in-line with our priorities
- To ensure, through our key messages and organisational narrative, our audiences understand the work we do and how it contributes to keeping Dartmoor the special place it is
- To promote Dartmoor the place and help people to understand why it's special, value it and enjoy it
- To develop audience appropriate communication tools that are two-way and enable a dialogue



A greater understanding by our audiences of what we do in relation to Dartmoor the place, so they value and support the work we do

3. Our current position and relationships and reputation



Good communications is everyone's job; we are all ambassadors for our organisation. The contact that we have with people will shape the opinion they have of DNPA and what we do.

Day to day people are doing excellent work both at engaging with our audiences and managing our reputation, based around shared interests and outcomes with a clear understanding of each other's priorities.

However, communications can still be very operational and output based, with no clear strategy with regard to an organisational 'narrative' or proactively managing the organisation's reputation - the golden thread that pulls everything together in a coherent and cohesive way. This helps our audiences understand the context of everything we do and why we do it.

We can sometimes be a little 'broadcast' in our approach to communications, telling people through our outputs about what we do and how good we are at doing it.

This is due to a lack of strategic leadership in this area, and as a result, there are lots of 'outputs', that can sometimes appear scattergun and may compete for our audiences' attention.

There are also pockets of excellent work we do, that we should be more confident about sharing. If we are to encourage people to engage and value what we do then we must be more proactive in doing this.

Good communications is everyone's job; we are all ambassadors for our organisation. The contact that we have with people will shape the opinion they have of DNPA and what we do.

We do a great job and we should be proud to share and talk about that with everyone we engage with.

What residents think

Good two-way communications reflects directly on our reputation.

Survey results from our customers and residents paint an interesting picture as to how well people were informed and engaged with.

Our Residents Survey (2013) revealed some interesting findings from a communications point of view:

If the two most popular sources of finding out about the work we do are the local media and friends and neighbours, then **66%** of our residents are finding out about what we do through a third party. We work hard to enjoy a good relationship with the local media, but this approach to communication is very one-way that can be subject to distortion.

However, if we are to develop a greater understanding about what we do, we should be seeking to improve on the results below:

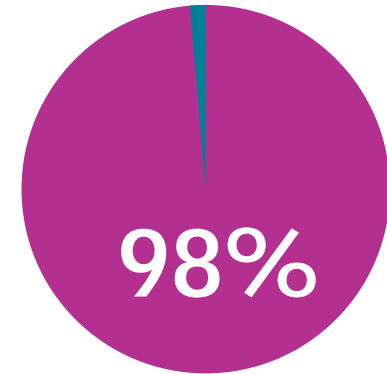
- 55% feel either very well or fairly well informed about our work
- 34% agreed that we “respond in a timely way when contacted”.
- 37% agreed that we “listen and respond to residents’ opinions”.
- 21% feel that they can influence decisions affecting their local area that is currently the responsibility of the National Park.

On a positive note **77%** were satisfied with the way we run things and **98%** said they were satisfied with Dartmoor as a place to live.

Results from the survey of users of our Planning Service paint a good picture as to how our customers view the service, with **89%** of them stating that they are happy with the service.

Good two-way communication will play a large part in how satisfied our customers feel about a service such a planning. This then may in-turn have a direct impact on the conversation they might have with friends and neighbours about us.

How can we build on these figures and have more of a direct dialogue with our communities? How can we ensure people make the connection with the satisfaction they have with Dartmoor as a place to live and what we do?



98% said they were satisfied with Dartmoor as a place to live.

Our 2014 staff and member surveys on communication are a good self-reflection on our current position:



What we think

- We had a 'top three' each on 70% of our strengths being
 - Developing good partnerships
 - Carry out good conservation work
 - Strongly associated with Dartmoor the place

There were also some very constructive comments ranging from the importance of engagement and building relationships, to greater use of social media and a less scattergun approach to our messages.

LGA Reputation Guide

The Local Government Association [LGA] sets out a clear plan for how an organisation can improve its reputation.

Reputation is built on three things:

- what people say about you;
- what you say about yourself and
- how your actions and behaviours reflect what you stand for

The first one is, of course, affected largely by the other two. It is therefore essential that we are clear about what we stand for and how we communicate and share our vision. If we are not clear about this, how can we expect residents and stakeholders to understand?

Three big issues have been identified as being crucial to a good reputation.

They are:

- **Leadership:** having clarity about what we stand for and make sure it is understood by the whole organisation
- **Brand:** having a clear sense of purpose and believing and living your values
- **Strategic communications:** having the right skills to improve your reputation.

While it is primarily focussed at local government the issues identified can be equally applied to any publicly funded organisation.

Reputation is built
on three things:



4. Our audiences

If we are to develop a more two-way approach to communications then it's important to understand who our audiences are. Only then can we understand the best way to engage with them in conversational communication.

There is no such audience as 'everyone'; 'everyone' can be broken down, targeted and communicated with appropriately. They are all however our **customers**.

It is important to remember that we are competing with many other organisations and individuals for our differing audience's attention. Therefore what we say must be targeted and meaningful.

Our main audiences can be broken down into the following [these lists are not exclusive]:

Our people

- Staff
- Members
- Volunteers [existing and new]

Our communities

- People who live on Dartmoor
- Community and voluntary sector organisations (eg Dartmoor Preservation Association, Dartmoor Society)
- Communities of interest [e.g. farmers and commoners]
- Parish Councils

Our partners

- Partner organisations with an interest in Dartmoor, such as
 - Devon Wildlife Trust
 - Duchy of Cornwall
 - Environment Agency
 - Forestry Commission
 - National Trust
 - Natural England
 - South West Lakes Trust
- The media
- Other charitable organisations
- Dartmoor businesses
- Our funding partners e.g. Heritage Lottery Fund, South West Water
- Other public sector providers
- Other National Parks
 - UK National Parks
 - National Parks England

Our visitors

- Local visitors on day trips
- Visitors on holiday
- Dartmoor Partnership/Visit Dartmoor
- Visit Devon/England/Britain
- Overseas either as individuals or through organised trips

Our policy makers, shapers and funders

- LEP, Devon and Cornwall Business Council and other business organisations
- Local MPs
- Government: Secretary of State for the Environment, Ministers and researchers, DEFRA, DCLG
- Potential sponsors and philanthropic donors

5. Our approach

We all have a responsibility for good communication.

Our 'tone of voice' may differ depending on who we are communicating with, but we should always follow the same principles.

Wherever possible we should not refer to ourselves as an 'authority'. We are not controlling and authoritative. We may have certain legal powers and statutory duties but we do not need to announce them in everything we communicate using the word 'authority', the only time we should use it is with regard to our governance and official communication.

Day-to-day we are Dartmoor National Park and everything that is good about the place. We are part of Dartmoor life; living, working and enjoying the place just like everyone else.

Our principles of good communication and engagement

- We are not a faceless corporate organisation and should not communicate as such
- Communications must be targeted and audience appropriate, based on how people wish to be communicated with
- We must ensure we provide, where appropriate, the opportunity for our audience to engage with us
- We must understand our audiences and respect that they are not all the same
- Key communication must be planned and support our narrative
- We must always use the principles of plain English and avoid jargon.

www.plainenglish.co.uk/free-guides.html

- We will be clear about how people can be involved, and ensure that our processes are understandable
- We will be open about what can and cannot change and why, and ensure we provide information to help people understand
- We will be responsive to peoples' concerns and demonstrate how we have listened to these concerns in our decisions
- We will communicate our decisions clearly

6. Our key messages

Aligning ourselves with Dartmoor the place and the emotional response it evokes with people will strengthen the connection made between the work we do and the place they love.

Having key messages will help form the framework of our 'narrative'. They are not straplines; they underline our vision and are linked to our ambitions in the Management Plan.

Our narrative is the 'golden thread' that helps people to join up and understand what we do. For example, helping them to understand that how we manage planning on Dartmoor is just as important as the work the rangers do; both are contributing to keeping the landscape special.

All the work we do and why we do it is reflected through our key messages; our communications should be echoing these either informally or formally, this in-turn will start to build our collective narrative.

Dartmoor is our passion. We are an enabler and advocate for Dartmoor National Park; working with others to deliver a National Park that is thriving, inspirational and valued by all

- We work hard to protect and conserve the cultural heritage, landscape and wildlife
- We support a diverse, resilient economy that contributes to, and sustains the special qualities of Dartmoor
- We are a champion for Dartmoor and its communities
- We understand the challenges of living and working on Dartmoor
- We want people to enjoy Dartmoor as much as we do, it's a very special place
- We are a listening, open and transparent organisation
- We manage planning to meet local need and ensure Dartmoor's special qualities are maintained
- We want to actively involve and work with partners and communities to understand, conserve and manage the National Park
- We provide a valuable 'service' for your National Park
- We do not 'own' Dartmoor, we work with landowners to help keep the landscape special
- Dartmoor is one of the Nation's family of National Parks - providing 'Britain's Breathing Spaces'

7. Our success

If our communications outcomes are:

- A greater understanding by our audiences of what we do in relation to Dartmoor *the place*, so they value and support the work we do
- Excellent relationships with our communities and stakeholders
- A good reputation as an organisation that listens, understands and acts

Then our progress against these must be regularly reviewed using a range of hard and soft measures.

Our hard measures will be built into our annual performance indicators and will be a year-on-year:

- Increase in engagement in our social media channels: likes/followers/shares/views/comments
- Increase in unique visitors to our website and increase in engagement on our new pages
- Increase in volunteer days
- Increase in income through sponsorship, particularly around specific projects

In addition to setting annual targets we will also evaluate:

- How well informed and how well listened to our residents feel, through our residents survey [every three years]
- Our customers, through developing customer profiling. This will be delivered through a joint visitor survey with the National Trust
- Our reputation through a partner survey to unpick perceptions and expectations

Our soft measures will be:

- Members and staff are well-informed, confident communicators who engage with their audiences, sharing a vision not a purpose
- Our reputation is improved with our key audiences
- The value of our work is understood and recognised

We will also re-run our communications survey at the end of the strategy period to see if we think we have changed for the better.





8. Our two-year plan

- achieving our objectives

Our two-year plan will set out how we can work towards achieving our aims.

Much of this will focus on setting down firm foundations that we can build on and will begin with our most important asset: our staff, members and volunteers.

The plan uses a combination of push and pull communications techniques; continuing to develop and use a range of tools to communicate, but adding into this a means for communication to be two-way and engaging, 'pulling' our audiences closer to us and what we do.

Our people

If we want to be more conversational in our approach to communication, then we need to ensure that our people are equipped with the right skills and tools to be able to confidently do this.

We also need to ensure that our people feel they are adequately communicated with by the organisation they represent. Internal communication is just as important as external and must adopt the same two-way approach.

There are some excellent examples of good practice that can be shared, as well as staff and members who have requested support to gain a better understanding of how to engage and use different communication techniques. Our people are our most valuable asset, supporting them will underpin the rest of our strategy and plan.

Our people plan is to:

- Work with staff to develop a short programme of staff and member training/ lunch and learn sessions.

Typically sessions could include:

- Social media
- Writing for the web
- Understanding your audience and how to engage with them
- Promotion and marketing
- Support some staff to be 'champions', sharing their good practice with colleagues.
- Develop a simple set of customer service principles
- Develop a better package of 'benefits' for our volunteers and celebrate their achievements
 - Update 'welcome pack' to include *Enjoy Dartmoor*, letter from Chairman, volunteer e-news sign up and other information to make them feel part of the team
 - Investigate developing a way of recognising and celebrating the achievements of our volunteers [in consultation with volunteers]

Our communities

If we are to engage with our customers more and ensure a better dialogue with our residents then we have to appear to be more visible. We have to ensure that residents and community organisations feel that we are more of a listening organisation and that they know how they can influence the work we do.

We are currently represented at Parish Council meetings either through our members or staff. However this does not reach a large majority of our residents.

We are also visible through our outreach vehicle and have had success with the partnership work we have done with South Hams and West Devon Connect, as well as local shows and events.

Our community plan is to:

- Build on the successes of the outreach programme, the localised approach and visibility we have in communities. Look at the current evaluation on outreach programme. Think about our 'offer' and if it's of value to our customers, could we offer more bespoke events - volunteering recruitment, citizen science, local heritage, planning advice? Should we partner up more with other Dartmoor organisations?
- Once we have a good programme of community events to attend, we should promote more through our homepage, community page and social media and be clear on what our offer is





- Develop a 'virtual community' to reach out to new audiences. This could be either through the re-development of our website or through the use of social media [which may be more effective]. We may want to create a 'virtual' Dartmoor Forum?
- Develop a series of 'listening events'. Building on the successful approach of the kitchen table discussions the Dartmoor Hill Farm Project undertook; roll out a similar model for other communities of interest based around key topics (subject to resources).
- Develop a better relationship with parish magazine editors, building on the success of the ranger column by rolling it out to more locations. Working with a well-respected community information source, rather than replicating information ourselves.
- Review and refresh our approach to e-newsletters, ensure they are providing customer focussed content that is targeted and measured. Developing a Customer Relationship Management [CRM] approach to our e-communications rather than broadcast. Promoting sign up through our social media channels and website.

Our partners

We are fortunate that we enjoy relatively good relationships with many of our partners, based on mutual understanding and shared objectives. We have developed a good face-to-face approach to communications and are well respected for that approach. However, some of our partnership relationships could be better; possibly because of years of misunderstandings around expectations of us, but in reality we are not sure. Developing better relationships based on a shared vision with our partners will build firmer foundations for us to work on.

Our partner plan is to:

- Develop a partner survey to unpick perceptions and expectations of us. Ideally a more qualitative approach would be better through a third party.
 - Use this information to develop a plan to support members and staff to develop better relationships with some of our partners
- Support better two-way communication around the Dartmoor Management Plan; ensure successes are celebrated and shared between partners. Support the development of a communication plan to regularly engage and inform.
- Develop excellent media relationships with key spokespeople for the organisation. We will:
 - Develop an online 'media centre' with changing information, facts and figures, how to film on Dartmoor [including charges], low res photo gallery, consistent approach to news releases

- Identify and develop the roles of key spokespeople to make them more visible representatives of the organisation. E.g. Chairman, Chief Executive, Directors, Heads of Service along with our specialists; support with media training if needed
- Develop a media forward plan to support a planned approach to media engagement
- Seek out new media partners to work with, alongside our current ones

Ultimately we should not be competing for coverage with our partners, but collaborating in telling a story.

Our visitors

Dartmoor is a fantastic visitor destination; 2.4 million people each year visit providing a welcome boost to the economy.

Our role is to ensure that people who visit enjoy the moor in a managed way, supporting the infrastructure and providing information to ensure the working landscape is looked after.

We will also support the promotion of destination marketing by providing a range of tools to share, either virtually through social media and our website, or through our promotional material such as *Enjoy Dartmoor*.

Our visitor plan is to:

- Work with other organisations with an interest in Dartmoor as a visitor destination, to develop a shared vision/strategy
- Start the visitor experience before they come to enhance and manage it. This will be not only about helping them enjoy Dartmoor, but about enjoying it in a sustained, managed way.
 - We will create a 'virtual visitor centre' as part of our website re-development: advice; postcard films; suggested walks and ideas on what to do; clear walking, cycling, camping guidelines; plan your next visit scrapbook. Use the knowledge and expertise of our visitor centre staff to reach new audiences.
- Set up and use a range of social media tools to create sharable content. Initially use Facebook and Instagram to enhance our film offer and use the photos that are already being shared. Develop viral campaign linked to 'Love your National Parks' – 'Love Dartmoor'.
- Develop a Love Dartmoor photo competition for a 2016 calendar, share via social media and partners, sell in our visitor centres [calendars are top sellers]





- Develop the Dartmoor Story brand. The Dartmoor landscape and heritage is an important part of our offer. Develop a clear brand that links all the elements together, for use by our partners and us to help people understand the Dartmoor Story.
- Review our signs at main entry routes into the National Park and from key transport routes

Our visitor plan should support the promotion of the place, enable a better understanding of it as a special place and support the management of the infrastructure.

Our policy makers, shapers and funders

Our product is Dartmoor National Park, we don't own it, but it is a valuable asset, part of a wider UK National Parks brand.

Telling the Dartmoor Story whether it's through interpretation to celebrate our ecology and past; or through information and briefings to celebrate the environmental and economic value to the UK, is important to gaining a greater understanding of the value of what we do.

It is also an important asset with regard to potential sponsorship and income generation.

Our plan is to:

- Support the development of a UK National Park commercial 'offer'/brand for sponsorship partnerships
- Develop our own local approach to sponsorship and advertising, through our sponsorship policy and a clear development of our 'offer'. Working in tandem with national approach
 - Use more of our assets to generate income, eg visitor centre toilet doors, car park tickets, website and vehicle advertising
- Scope the potential for developing alternative funding streams through 'friends' schemes, business volunteering/team days and philanthropic giving
- Develop the 'Dartmoor portfolio' a suite of good quality material with a standard look and feel, presenting key facts and figures and information. From the weird and wonderful through to customer insight and economic benefit.
 - Support the development of the Economic Prospectus

9. Our supporting communication tools

Outlined below are some of our key 'tools' needed to support our work. However, it's important to note that our most important communication asset is our people and the list below is not finite.

Website

Our website is one of our primary communication tools, our window to the world on Dartmoor and what we do.

Our current website was updated a few years ago with regard to its look and feel, but is running on coding that is almost ten years old. It has become cumbersome to maintain, has far too much content on it, which is not based on our user needs, making it difficult to navigate.

Our customers have expectations of the online world that we are struggling to meet. Content must be brief, easy to find, dynamic and what they want not what we want.

The recommendation is that a new website is developed [appendix A]. This will be our main investment in communications and will underpin all the recommendations in our communications strategy.

Social media

Social media is a very conversational communications tool. It enables our audiences to engage with us at a time that's convenient for them. It creates content that people can share and gives us the opportunity to reach out to new people and join in conversations. These days it is not just the domain of teenagers; with the more popular sites such as Facebook, You Tube, Twitter and Instagram being widely used by all ages.

Smartphone penetration in the UK is now at 72%, with many people using them to access social media. Tablet ownership in the UK is now over 20 million, with tablets forecast to outsell laptops and PCs in the next few years.





You Tube has 38 million people viewing online content per month in the UK. The UK is the largest consumer of online film in the world. 86% of 18-34 year olds are using You Tube as their primary source of viewing [not TV].

Facebook has 757 million active daily users with 500 million accessing through their smartphone. These figures are important because social media is becoming increasingly a trustworthy source of information for people, mainly because they are accessing it on a device that is personal to them – their phone.

We have developed a corporate Twitter account and a ranger Twitter account, for direct instant communication and sharing content.

Corporately we will develop promotional channels such as Facebook and visual ones such Instagram and Pinterest, to share our content and You Tube films, to reach out and engage with new audiences. We should all feel confident about engaging with our audiences using social media as a 'tool' to support specific areas of work; considering it as part of a 'mix' of communications methods to use.

Communications team

The communications team will support the delivery of this strategy, enhancing and developing their skills to do so. They will use this strategy as the framework for their work programme and forward plan, ensuring that our narrative is woven through everything we do. They will each have key areas of responsibility relating to the two-year plan [outlined in the timeline]. They have the expertise to support and help us reach our target audiences and can support staff and members to achieve a two-way approach to engaging with them.

The skills you can expect from the team will support our principles of good communication and engagement and are grouped around these main areas:

- Editorial [web and print], media and public relations, plain English, 'tone of voice'
- Customer relationship management [CRM], marketing, promotion, income generation and sponsorship
- Brand values, creative development of key projects, interpretation, design
- Managing the website and content, social and new media [ICT to provide technical support]
- Evaluating and measuring the success of communications campaigns

For this to be most effective, they should be consulted with as early as possible to help develop the most appropriate approach for your audience.

Our brand

Visual branding incorporates a number of elements, as outlined in our brand guidelines and is an important contributor of people's image of us.

Our brand identifies us with what we do and associates us with Dartmoor the place. We should be proud to use it and we should use it whenever we can in accordance with our guidelines. It helps people understand the breadth of work we are involved with, both independently and with our partners.

We will review our stationery to see if we can make more of our brand and the visual link with Dartmoor. Simple ideas like printing a stunning photo of Dartmoor on the back of Directors and the Chairman's business cards will be explored.

Using the word 'authority' in our day-to-day communications is not necessary. Our brand guidelines will be amended to include guidelines when we use this word.

We will also develop guidelines for *The Dartmoor Story* that will complement the use of our own visual brand.

Appendices

- Web thoughts
- Timeline



DARTMOOR NATIONAL PARK AUTHORITY
AUDIT AND GOVERNANCE COMMITTEE

Friday 21 November 2014

REVIEW OF FUNCTION AND DELIVERY OF PUBLIC RIGHTS OF WAY WORK

Report of the Head of Recreation, Access & Estates

Recommendation: **That Members:**

- (i) **approve the proposed actions as detailed in the report and the action plan attached at Appendix 1.**
- (ii) **agree that progress against actions is reported to Audit & Governance on an annual basis and a formal review is undertaken by 2018**

1 Introduction

- 1.1 The public rights of way (PROW) network within the National Park is managed by the Authority on behalf of Devon County Council (DCC) as the local highway authority through a Service Level Agreement (SLA). As part of the agreement with DCC, since 2008/09 the Authority has received an annual “grant” from DCC for revenue maintenance works.
- 1.2 This financial support has been reduced over recent years, following cuts in public sector funding. The purpose of the review was to consider the following:
 - The resources the Authority allocates to this area of work and how this compares with the funding we receive from DCC
 - The benefits to the Authority for continuing to have a SLA with DCC to deliver this work
 - The likely implications for the Authority if we do not continue with an SLA
 - To explore alternative models for delivering this work and consider the costs/benefits of such approaches for the Authority, the National Park, local communities and users

2 Background

- 1.1 At the Audit and Governance Committee meeting on 15 August, Members considered an interim report on progress to review the Authority’s work in relation to public rights of way (NPA/AG/14/049). Members agreed with the preliminary view of the Working Group that the SLA should be retained, but that ways to significantly reduce costs to the Authority should be explored.
- 2.2 This report highlights some key issues and recommends areas for change identified by the Officer and Member Working Group.

3 Main areas for change

- 3.1 The Working Group identified two main areas for change which could significantly reduce the Authority's costs in relation to its work on public rights of way which were set out in detail in the preliminary report to Members. These approaches included ways to encourage others to help us look after the access network through increased community involvement & volunteering, and a review of our current approach to maintenance responsibilities. Further work has been undertaken to determine potential savings, impact on the network and identify any risks.
- 3.2 An action plan is appended to this report which sets out a proposed timescale for delivery and targets. It is important to note that new ways of working with communities and volunteers will require Ranger time to engage, develop ideas and implement but the focus of this time will be on supporting others to help us implement physical works on the ground and less direct physical maintenance and survey work by Rangers themselves. It is anticipated that this could take up to three years to be embedded across the National Park and will depend upon on willing communities and volunteers.

4 Increasing Community Involvement

- 4.1 Several ways of working have been identified which would provide opportunities for local communities to have greater involvement in looking after local path networks. The principal benefits for the Authority would be to reduce the amount of time rangers spend directly on path surveys and maintenance works.
- 4.2 These are:
- 4.2.1 *Support from parish councils through a partnership approach*

The working group have looked at the Parish Paths Partnership (P3) scheme that is operated by the County Council outside of the National Park. There are currently 160 parishes across Devon signed up to P3, who are working in collaboration with the County Council. Parishes within the scheme agree to undertake whole parish annual path condition surveys, limited vegetation clearance and small scale works, through to larger improvements on their local path networks, dependent on their level of involvement. Currently, parishes within the National Park are excluded from the P3 scheme as funding comes to the Authority through the SLA. In addition, around 75% of P3 parishes have either used their parish precept, or have successfully accessed sources of additional external funding to put towards path improvements and initiatives within their parishes. This was often funding that the County Council was not eligible to access.

Further discussions are taking place with DCC to better understand the funding mechanism and look for ways in which parishes could join a version of P3 within the National Park. Officers have some concerns about the level of back office support that would be required, but it may be that DCC could assist with some of the administration of a Dartmoor version of P3 within the National Park.

The success of a parish paths partnership scheme will be dependent on the willingness of Parish Councils taking a more active approach in helping to maintain their local path networks. Initially, there will need to be sufficient officer/ranger time

allocated to help set up schemes and provide training for P3 groups. Over the longer term, this initial investment should lead to reduced ranger time spent directly on PROW works for surveying and maintenance works. The role of the ranger would change to co-ordinating and facilitating works on PROW that are either undertaken by volunteers or by contractors for larger works.

It is proposed that the Authority initially works with four parish councils across the National Park, to pilot a partnership approach between the Authority's ranger service and parish councils. The pilot will help tailor a partnership to suit local circumstances and level of commitment needed to implement this new way of managing the access network for that parish.

4.2.2 *Establish an equipment "loan" system for community groups to enable them to clear paths*

It is proposed to pilot a brush cutter loan scheme to enable parish councils or community groups to undertake clearance of surface vegetation from public rights of way. This could be implemented either through a Dartmoor P3 scheme for parish councils, or for local community groups in parishes where P3 is not operating. There would be some initial set up costs required to purchase equipment, protective clothing and training. DCC have an established scheme to provide training for volunteers that the Authority could link into. There would also be some on-going maintenance costs for servicing of equipment. Again, there would be longer term savings to the Authority as the amount of strimming currently undertaken directly by rangers would be reduced.

4.2.3 *Increasing the role of Voluntary Wardens for PROW works*

Some of the Voluntary Wardens have received training in carrying out annual path inspections on behalf of the Authority, with around 50% of the network now surveyed in this way. It is proposed to increase the number of paths surveyed by Voluntary Wardens (or through other voluntary means) to 75% by 2016 and the aim is that eventually all path surveys are undertaken by volunteers. There is also scope to increase the amount of practical maintenance work undertaken by Voluntary Wardens, which would need to be agreed on a case by case basis by the sector ranger. There will be some initial investment needed to provide training for those undertaking surveys and practical works.

4.2.4 *Recruitment of individual path wardens / path volunteers to undertake surveys and minor maintenance works*

It is intended to promote opportunities for occasional or regular volunteers to assist with path surveys and minor maintenance works. This may appeal to a wider public, who perhaps do not want to sign up as a Voluntary Warden, but would like to help look after local paths in areas where there is not a P3 scheme operating. Individuals would sign up to a scheme whereby they agree to walk designated paths and potentially deal with minor repairs (e.g. cutting back of vegetation around a stile, strimming, cleaning roadside signage and waymarking). Other issues would be reported back to the Authority. There would be staff time required to set up and train volunteers, along with some on-going support. But again this would have the potential in the longer term to reduce the amount of ranger time directly spent on PROW works.

4.2.5 *Career advancement placements and apprenticeships*

It is intended to develop long term volunteer placements tailored for individual circumstances for people looking to gain practical experience part way through or on completion of educational courses. The candidates would come with basic skills but in return for their time the Authority may support with relevant skills training, such as strimming. There would be a cost to the Authority for uniform and PPE and for tools and equipment required to do the job. The proposal is to trial 1 placement in 2015, with a view to extending this to 4 placements by 2018 if the initial pilot is regarded to be successful.

5 Approach to maintenance responsibilities

- 5.1 The Working Group has reviewed the Authority's approach to both statutory and discretionary works to public rights of way. The extent of the Authority's statutory duties are limited to: signing of public rights of way where they leave the road, clearance of surface vegetation, maintaining rights of way so that they are "reasonably" passable for their intended use, providing a minimum 25% contribution to landowners towards the upkeep of gates and stiles on PROW and to maintain bridges.
- 5.2 Discretionary works currently undertaken on behalf of landowners include the provision and installation of gates and stiles, providing dog accessible stiles, cutting back sidegrowth from hedges, clearing overhanging tree limbs, and clearing fallen trees.
- 5.3 Devon County Council has made it very clear that it only expects the Authority to deliver the core, statutory functions in relation to public rights of way (and that is what the funding is for). The County Council for example only provides replacement stile kits or gates as their minimum 25% contribution, with the expectation that landowners meet the cost of installation.
- 5.4 The Authority has for many years provided a full service to landowners within the National Park for the maintenance of public rights of way. This has included meeting the full cost to provide and install new field furniture or repair existing, cutting back hedges and overhanging tree limbs, dealing with fallen trees and providing dog accessible stiles. This work has been in addition to the statutory function outlined above.
- 5.5 This approach has led to a well maintained network which fulfils several corporate objectives in terms of understanding and enjoyment, and increasing accessibility to and around the National Park. The Authority has for several years achieved a National Parks performance indicator of over 90% of rights of way that were defined as "easy to use" however the service has been subsidised by the Authority through Ranger and other officer time.
- 5.6 It has been recognised as part of this Review that if we want to continue to manage public rights of way within the National Park we need to reduce our costs in this area. The approach we have followed providing a high quality service to landowners that benefits the public use of the rights of way network is no longer sustainable in the current financial climate. The following proposed way of working

in the future will reduce the amount spent on materials as well as staff time, this is the service that Devon County Council are paying us to deliver through the SLA :

- Provide and install kissing gates or hand gates where they are to replace stiles
- Make a contribution towards cost of field gate where it serves a dual purpose for the landowner
- Provide stile kits where landowners insist on retaining a stile, with the installation undertaken by the Authority
- Cut surface vegetation only. Where we are using contractors the landowner may meet the cost of cutting sidegrowth, directly with the contractor
- Not cutting back tree limbs unless poses a significant risk to the public and path cannot be closed
- Clearing fallen trees only where it is considered expedient to do so or where landowner cannot be identified. More extensive works are referred to landowner(s) for them to deal with.

- 5.7 The above approach would have the benefit of producing likely savings by potentially reducing the amount spent on contractor flailing by up to 15%, reduce the amount spent on replacement field gates for landowners and would significantly reduce the amount of ranger time spent on installing field furniture.
- 5.8 Potential savings have also been identified through the procurement process for PROW materials by ordering jointly with the County Council for bulk orders which could result in better value for money and reduced delivery charges. Work completed to review the procurement of timber routed fingerposts shows that potential savings of around 50% could be achieved. These types of efficiency savings will clearly assist the Authority in making maximum use of the revenue maintenance grant from the County Council.
- 5.9 It will be crucial for the Authority to work with and engage with landowners so that we can agree, communicate and implement any revised procedures in a spirit of co-operation. Hopefully this will limit any negative impacts on the network, landowners and the Authority.
- 5.10 Revised procedures could lead to more enforcement activity becoming necessary in future (e.g. where a landowner has not replaced a stile out of repair) and there is also a reputational risk to the Authority if the condition of PROW deteriorates. It is likely that path issues will take longer to resolve, particularly where we are reliant on the landowner undertaking maintenance works and the performance indicator may fall in light of reduced investment in the rights of way network.
- 5.11 A cost benefit analysis is included within the Action Plan appended to this report.

6 The SLA with Devon County Council

- 6.1 The above changes to the way we work and procedures for maintaining PROW may impact on the performance indicators and this will be discussed with DCC as part of a review of the SLA following this review. At the moment the Authority is paid a grant based upon £ per km formula that Devon uses to allocate its own budget across the County. It would appear that this figure doesn't currently take into account staff time and across the County staff are allocated to this work as our

Rangers are within the National Park. We have started a discussion about this with Devon County Council.

- 6.2 As part of the review process, the ranger team have reviewed the path network within their sectors to help identify the extent of future maintenance works that will be required, based on our current path priority system. This will be useful going forward when allocating revenue maintenance budgets and for discussions with local communities or path volunteers to determine which routes they see as important within their local area.
- 6.3 We have also completed a desktop exercise to look at the potential to divert paths onto more sustainable routes, where there may be a viable alternative and where it may be more cost effective in the longer term (as opposed to repeatedly repairing the same routes).
- 6.4 However further work would be required on a case by case basis to look at the cost/benefits of and to progress proposals to the order making stage to divert public rights of way. That in itself could incur substantial staff resource.
- 6.5 We have also considered the viability of passing back public path order work to the County Council in light of budget reductions. However it is considered that for the medium term this function should be continued by the Authority. The number of applications for public path orders received is very low (typically one or two per year) and it is also beneficial for the Authority to make proactive diversions e.g. to correct anomalies or align paths onto more sustainable routes.

7 Conclusion and Recommendation

- 7.1 This review has considered the resources, benefits and impacts of the DCC/DNPA Service Level Agreement for public rights of way delivery in the National Park. The Working Group has assessed the costs and benefits of such an approach and are recommending that the Authority continues to deliver public rights of way given its importance to local people, users and the local economy.
- 7.2 The grant paid to the Authority (through the SLA) by Devon County Council does not currently cover any officer time, which although reduced in recent years, is still significant. The proposed recommendations in this report and the attached action plan aim to reduce officer time and hence cost to the Authority of direct implementation of public rights of way surveys and maintenance. The Working Group accept that this may require more officer time over the next three years to establish new ways of working and engage with local communities but if successful the proposals will provide a more sustainable way forward for the future.
- 7.3 Success of the proposals will need to be assessed against reduced costs to the Authority for delivery of public rights of way work. It is difficult to accurately quantify savings at this stage, but in 2013/14, rangers spent 806 hours on path surveys and 1,771 hours on maintenance works to public rights of way.
- 7.4 This equates to approximately 350 days of direct works to PROW across the Ranger team based on an hourly rate of £26.88 (including overheads). Therefore the total ranger team costs equates to around £70,000.00 per annum in staff costs. This figure does not include costs for equipment and vehicles, or reflect time spent

on PROW issues by the Head of Recreation, Access & Estates, the Head Ranger, or for administrative support.

- 7.5 The review aims to achieve a reduction in the total amount of time spent by rangers undertaking maintenance works directly by increasing the opportunities for local communities and volunteers to become more involved in looking after their local path networks.
- 7.6 It is anticipated that there will be a significant shift in the role of rangers work to help facilitate and enable local communities to assist with path maintenance works. This will represent better value for money for the Authority as rangers time will be used more effectively with the potential to achieve more “on the ground”.
- 7.7 It is recommended that the Authority formally review the effect of the proposed changes in 2018 but annual reports on progress are made to the Audit & Governance committee.

8 Communications strategy

- 8.1 The proposed alternative approaches to delivering rights of way work in future represent a significant change in the way the Authority delivers public rights of way. It is important to communicate this clearly and engage local people in new ways of working. It is proposed to phase implementation for the new ways of working over the next twelve months which will enable sufficient time for discussions to take place with local communities, farmers and landowners.
- 8.2 A communications strategy will be developed prior to implementation, including a briefing sheet for local communities and for use by rangers.

9 Financial Implications

- 9.1 The review aims to reduce the costs of public rights of way delivery over a period of three years. There will be savings on ranger staff time allocated for direct works and path inspections to public rights of way and through increased efficiency savings through more cost effective procurement of materials. The potential savings are difficult to quantify at this stage for example, we do not know what the take up would be for parish councils, user group organisations or other volunteers to work more closely with the Authority. This should be clearer once the pilot scheme has been assessed after year 1.
- 9.2 There will be officer time required to invest in schemes to establish volunteer schemes and partnerships with local communities for path maintenance. There will also be set up costs for purchase of tools & equipment for volunteers, brush cutter purchase, maintenance & servicing, personal protective equipment and training. It is anticipated that approximately £15,000 would be needed initially to establish a brush cutter loan system and to provide tools, training and insurance costs for a pilot Dartmoor parish partnership scheme (excluding staff costs).
- 9.3 As outlined above, there could also be more enforcement activity needed where landowners are not fulfilling their responsibilities for public rights of way through the withdrawal of non-statutory work. Whilst this could achieve an overall reduction in ranger time spent directly on PROW work, an increase in enforcement activity

would result in increased officer time e.g. Head of Recreation, Access & Estates, and from Legal Services.

- 9.4 There is also the potential for income where landowners engage the Authority to do works that were previously carried out free of charge such as the installation of stiles.
- 9.5 The financial changes will be included in the annual review of Audit and Governance as outlined in paragraph 7.7.

10 Equality and Sustainability Impact

- 10.1 A screening assessment has been undertaken that did not show any likely negative impacts. The Authority takes into account the needs of people with limited mobility when undertaking works to public rights of way, and will continue to implement the policy for gaps, gates and stiles.

ANDREW WATSON

Background papers: NPA/AG/14/049

**Attachments: Appendix 1 - PROW Review Action Plan
Appendix 2 – Summary of approach to discretionary maintenance**

PROW Review Action Plan 2015-2017

Ref	Proposal	Approach	Costs	Benefits	Impacts / Risks	Target for Implementation
AP1	Establish a Dartmoor P3 type scheme	Agree criteria and funding arrangements with DCC (2014). Can draw on DCC approach and systems. Aim to work with 4 parish councils initially?	Staff time needed to establish a scheme, promote to parishes. Insurance?	Reduction in ranger time spent directly on PROW issues within P3 parishes. Increased community engagement by Authority. More "ownership" by local community and potential to access additional funding	Need to set clear expectations of scheme. Risk that parishes not interested in joining.	Year 2015/16 – 4 parish councils as initial pilot and assess Year 2016/17 - promote wider to parish councils Year 2017/18 – promote wider to parish councils
AP2	Brush Cutter loan system for groups or path volunteers	Establish a loan system for use by volunteers, community groups or parish councils.	Staff time needed to establish a scheme, promote to parishes and communities. Purchase of equipment and training for volunteers £7,000.00 Servicing and maintenance costs / replacements longer term Insurance costs	Reduction in ranger time spent strimming paths in longer term.	Need to fully consider insurance liabilities for those not part of a group or P3 scheme.	Year 2015/16 – Purchase of 6 strimmers and safety equipment. Appropriate training delivered through DCC scheme. Year 2016/17 - Review effectiveness Year 2017/18
AP3	Increase role of Voluntary Wardens for PROW work	Implemented by sector rangers in conjunction with their VW's to undertake path surveys and minor practical works. Review of current duties / handbook may be required?	Staff time to implement and to provide training. May be necessary to purchase additional hand tools and safety gear	Reduction in ranger time on direct PROW works	Need to set clear expectations of what is required from VW's.	Year 2015/16 – 60% of paths surveyed by VW's. Year 2016/17 – 75% of paths surveyed by VW's Year 2017/18 – 100% of paths surveyed by VW's

Ref	Proposal	Approach	Costs	Benefits	Impacts / Risks	Target for Implementation
AP4	Recruitment of path wardens / path volunteers	Implemented by sector rangers through contacts with local communities, and advertised on website. Particular focus where there is not a P3 parish operating	Staff time to implement and to provide training. May be necessary to purchase additional hand tools and safety gear	Reduction in ranger time on direct PROW works	Need to set clear expectations of what is required from volunteers.	Year 2015/16 - Year 2016/17 Year 2017/18
AP5	Career Advancement Volunteers	Advertise on website and take up requests as they arise. Already demand for this approach	Staff time to manage	Reduction in Ranger time to undertake practical tasks	Clarity of role from outset and possible need for training	Year 2015/16 – 1 placement Year 2016/17 - 2 placements Year 2017/18 – 4 placements
AP6	Increase community work days /user group work parties	Approach local community groups, conservation volunteers and user group organisations	Staff time to make contacts and organise / supervise on the day.	Reduction in ranger time on direct PROW works	Need to set clear expectations of what is required from volunteers.	Year 2015/16 – Minimum 1 day per ranger Year 2016/17 – Minimum 2 days per ranger Year 2017/18 – Minimum 2 days per ranger
AP7	Provide and install gates or kissing gates where they will replace stiles	This approach is already included in Authority's Gaps, Gates and Stiles policy. Outcome is to provide an incentive to reduce number of stiles on network.	Staff time for landowner liaison.	Reduction in costs of materials and staff time to undertake installations	Need to engage and communicate with landowners and interested parties. May lead to increase in enforcement work and reputational risk to Authority.	Year 2015/16 – Discussions with local communities Year 2016/17 Implement changes

Ref	Proposal	Approach	Costs	Benefits	Impacts / Risks	Target for Implementation
AP8	Contribute towards cost of field gates	Authority contributes towards reasonable cost of replacement field gate (or supplies gate only?)	Cost of replacement gates on PROW	Reduces amount spent on field gates for landowners	Need to engage and communicate with landowners and interested parties May lead to increase in enforcement work and reputational risk to Authority.	Year 2015/16 – Discussions with local communities Year 2016/17 Implement changes
AP9	Provide stile kit only where landowner insists on retaining a stile	Authority provides materials for replacement stiles as the minimum 25% contribution	Cost of materials and landowner liaison	Reduces ranger time spent on installation	Need to engage and communicate with landowners and interested parties May lead to increase in enforcement work and reputational risk to Authority.	Year 2015/16 – Discussions with local communities Year 2016/17 Implement changes
AP10	Clear surface vegetation (not sidegrowth)	Authority clears surface vegetation only, landowner may wish to pay our contractor separately for undertaking additional works	Staff cost for landowner liaison	Reduces amount spent on contractor flailing	Need to engage and communicate with landowners and interested parties May lead to increase in enforcement work and reputational risk to Authority.	Year 2015/16 – Discussions with local communities Year 2016/17 Implement changes

Ref	Proposal	Approach	Costs	Benefits	Impacts / Risks	Target for Implementation
AP11	Dealing with overhanging tree limbs	Refer to landowner unless minor works and expedient to clear or where landowner cannot be identified	Staff cost for landowner liaison	Reduces ranger time spent clearing overhanging trees	Need to engage and communicate with landowners and interested parties May lead to increase in enforcement work and reputational risk to Authority.	Year 2015/16 – Discussions with local communities Year 2016/17 Implement changes
AP12	Dealing with fallen trees	Refer to landowner unless minor works and expedient to clear or where landowner cannot be identified	Staff cost for landowner liaison	Reduces ranger time spent clearing overhanging trees	Need to engage and communicate with landowners and interested parties May lead to increase in enforcement work and reputational risk to Authority.	Year 2015/16 – Discussions with local communities Year 2016/17 Implement changes

Review of Public Rights of Way – Approach to discretionary maintenance responsibilities

Area of Maintenance	Current Approach	Future Approach	Comment
Replacement of stiles Repair of stiles (replace footboards etc.)	Authority provides all materials and meets full cost of installation or repairs	Provide materials to landowners only for landowners to undertake the work	We could charge for installation or repairs (fixed fee) Where the owner can be persuaded to have a gate instead, we will do the work free of charge, as it increases accessibility of routes.
Replacement of hand gates Repair of hand gates (e.g. adjustment to gates that stop self-closing)	Authority provides all materials and meets full cost of installation or repairs	Continue with this approach	Undertaking this work meets ROWIP objectives and is in accord with the Authority's policy for gaps gates and stiles
Replacement of field gates Repair of field gates	Authority provides all materials and meets full cost of installation or repairs	Make a contribution towards cost of a new gate Undertake minor repairs /adjustments	We could do the work and charge for replacement gates Continue with running repairs? (Reports of gates that have dropped/ difficult to open)
Cutting of side growth (hedges)	Authority usually meets full cost of this work	Landowner undertakes this work in future, unless we cannot trace owner(s)	Where we have a contractor on site, landowner could pay our contractor directly for the additional works
Cutting back overhanging trees or tree limbs	Authority usually meets full cost of this work	Landowner undertakes this work in future, unless we cannot trace owner(s)	*Exception would be minor works of where it is expedient to do works ourselves or urgent H&S issue. We could charge for this work in future
Clearing fallen trees across PROW	Authority usually meets full cost of this work	Where they are not highway trees, the landowner undertakes this work in future, unless we cannot trace owner(s)	*Exception would be minor works of where it is expedient to do works ourselves or urgent H&S issue. We could charge for this work in future

*Exception criteria to be defined.

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT AND GOVERNANCE COMMITTEE

21 November 2014

**PLANNING DIRECTORATE PERFORMANCE REPORT - QUARTER 2
(JULY-SEPTEMBER 2014)**Report of the Director of PlanningRecommendation: **That the content of the report be noted.****1 Purpose of report**

- To advise Members of progress against planned actions and achievement of performance targets in the Business Plan and National Park Management Plan;
- to provide opportunity for Members to question and challenge;
- to review planned actions and targets and determine whether any amendments are required based on progress to date; and
- to consider other unplanned opportunities which may be worthy of action

2 Overview of Priorities and key actions**PROSPER**

- To support a diverse, resilient economy that contributes to the special qualities of the National Park
- Supporting and empowering local communities to meet identified needs

SUSTAIN

- Spectacular landscapes, natural networks – conserving and enhancing Dartmoor's diverse landscapes, natural ecosystems and improving the connections between them, both within and across National Park boundaries.

3 Development Management Performance

Performance relating to the determination of planning applications over quarter 2.

3.1 Planning applications

Number of planning applications received	194 (Q1 = 154)
Number of prior notifications received	18 (Q1 = 11)

Applications determined against the Government performance targets

Major applications in 13 weeks (target 60%)	1 (50%) (Q1 = 0%)
Minor applications in 8 weeks (target 65%)	44 (72.1%) (Q1 = 86.7%)
Other applications in 8 weeks (target 80%)	84 (88.4%) (Q4 = 89.7%)

Number of decisions issued in quarter	158 (Q1=169)
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The % of all applications approved has dropped this quarter from 88% to 80% with this coming from an increase in the refusal rate for non-householder/residential development. The approval rate for that category has risen by 7% to 72%

- 3.2 The number of applications received this quarter has increased significantly and is well above the same figure last year. Government targets continue to be met on minor and householder applications. The team has now achieved government targets for minors in the last 4 quarters and on householders in the last 7 quarters. This demonstrates the current planning technician secondment to deal with householders is working well. There has been a dip in the performance on minor applications and this may be reflected further in the next quarter because of absence through sickness. Major applications did not reach targets but are still above the government threshold of 40% (their definition of poorly performing authorities). The use of Planning Performance Agreements will ensure we remain about this threshold. A point to note is the number of applications outstanding at end of quarter which is rising – up from 114 to 134.

4 Appeals performance

Number of appeals received	13 (Q1 = 25)
Overall number of appeals determined	12* (Q1 = 6)
No of appeals dismissed (target 66%)	4 out of 7(57%) (Q1=1)(16%)

- 4.1 Disappointing to note number of appeals allowed against DNPA decision. There is a need to examine and continue to monitor any issues that may arise from these decisions. No obvious trend at present in respect of the 3 appeal decisions allowed which are counted for statistical purposes (*excludes enforcement appeals and some split decisions). Two were on solar panels in free standing locations. However both these cases have to be treated on their individual merits given the differing landscape impacts. The Inspector simply took a different subjective view on landscape impact. When dealing with small numbers of appeals care needs to be taken in drawing conclusions and trends.

5 Preliminary Enquiries

Preliminary enquiries received	311 (Q1 = 297)
Preliminary enquiries dealt with	314 (Q1 = 295)
Average time taken	18 days (Q1 = 22 days)

- 5.1 Another increase in enquiries received during quarter. However the team have worked hard to bring down the average time taken which is well within the 28 day target. Overall the number of pre application enquiries is rising and taking more time away from dealing with planning applications. Whilst this is good in that it reduces the potential for unacceptable applications it is true to say that there is a difference between the overall number of enquiries and the eventual number of submitted applications in a year. At present we are on course for over 1000 pre app enquiries but submitted application numbers are around 700. Members will receive a report at their December Authority meeting on the introduction of charges for certain types of pre application advice. Officers now indicate in reports if pre app advice given and followed by the applicant particularly in the case of refusal recommendations.

6 Enforcement

Number of new cases	70	(Q1 = 72)
Outstanding cases	146	(Q1 = 155)
Number of cases resolved	73	(Q1 = 82)
Resolved without formal action	65 (89%)	(Q1 = 67 (81.7%))

- 6.1 The number of new cases is down slightly on the last quarter. Cases resolved is keeping pace with incoming work and as there is an increase in the already high percentage of cases resolved without need for formal action. The backlog of outstanding cases is keeping pace with the incoming work.
- 6.2 Members will receive a report at their next Audit and Governance meeting on cases where the Development Management Committee have authorised action and cases are more than 5 years old.
- 6.3 It would also be appropriate in future to look at appeal statistics in more detail on the enforcement side to gauge any trends as well as in considering the effectiveness of general policy as now advocated in the new Local Enforcement Plan adopted earlier this year.

7 Monitoring of occupancy conditions

- 7.1 The exercise is continuing and a more detailed report on this element of work will be included in the February Audit and Governance report.

8 Forward Planning & Community

8.1 *Minerals and Waste Plan*

Initial scoping carried out and discussions with Devon County Council and other potential external bodies who could assist us in this area. No other work at this stage given more urgent priorities listed below. Some agreed slippage in timetable. The need for updated National Park Minerals policy is recognised but discussions are underway as to the cost effectiveness of having a standalone minerals plan. Other options such as including a minerals section in a new updated Local Plan combining the 2008 Core Strategy and the recently adopted DMD are underway.

8.2 *Masterplans*

Chagford Masterplan

Following the adoption of the plan in April a planning application has now been received for the first phase of development. The Senior Forward Planner has advised on policy and Section 106 issues. The application is due to come before Members in December. Further discussions have also taken place with the principal developer covering the larger site and it is anticipated that a planning application will be submitted early in the New Year.

Ashburton Masterplan

The Senior Forward Planner has carried out a significant amount of work in this area to bring forward a new draft plan for public consultation. A number of meetings

have been held with Members, stakeholders, the Town Council and local businesses affected to build support. A new draft plan will be published next quarter. Members will be updated at the December Planning Panel.

8.3 ***Affordable Housing***

Three units of affordable housing were approved this quarter. This total for the first two quarters is disappointing but was not helped by the recent refusal of a site at Yelverton which would have realised 11 units. There are currently another two development applications in front of the Authority which between them could provide a further 14 units if allowed as well as an off-site monetary contribution towards housing in that Parish area. Work is ongoing with developers to bring forward other schemes this financial year.

The Authority is still waiting for an outcome to the recent Government consultation proposing that Section 106 planning obligations should no longer be available to secure affordable housing on sites of less than 10 units. Members will recall that strong objections and representations have been made to Government and through local MPs.

The Strategic Housing Land Availability Assessment call for sites has now been concluded. A large number of proposed sites have come forward for assessment. This will be concluded in the next quarter, to agree a portfolio of sites for further consideration in the next Local Plan exercise.

Officers are also currently engaged in Strategic Housing Market Needs Assessment work for both the Exeter and Plymouth Housing Market Areas (HMAs), which includes discussions under the Duty to Cooperate.

8.4 ***Rural Community Broadband Fund update***

Officers continue to work closely with CDS (Connecting Devon and Somerset) to secure the best digital coverage for Dartmoor. On the back of the Authority's Rural Community Broadband Fund bid additional funding of around £0.5m was secured to enhance the broadband provision in 'hard to reach' areas of Dartmoor. The survey work will be undertaken towards the end of 2015 and a service delivered in 2016.

Currently it is expected that superfast coverage will extend to 75% of premises on Dartmoor by 2016, compared to 90% across the wider CDS area. Areas that have already benefitted include Sticklepath and Moretonhampstead.

There is an ambition of achieving 100% superfast coverage by 2020 and CDS is working hard to secure additional funding from a variety of sources; both public and private to achieve this. The award of further funding under the Superfast Extension Programme will contribute to this aim.

In addition, CDS is also looking to work with suppliers and communities to trial alternative technologies to overcome the particular issues in delivering superfast fibre based rollout in our challenging hard to reach areas in a cost-effective manner.

8.5 ***Mobile Infrastructure Project***

A meeting was held this quarter with Arqiva the government appointed organisation charged with resolving poor mobile phone coverage (so called 'Not Spots')

throughout the country. Following a period of non-contact a meeting was held with Arqiva and a number of potential sites in the National Park area have now been identified for further research and exploration for new infrastructure. Planning applications are anticipated in the next two quarters. Members will be updated at the December Planning Panel.

8.6 *Joint Economic prospectus with Exmoor National Park Authority*

A draft of the prospectus was considered by Members at the Planning and Sustainable Development Panel at its meeting in August. The draft has been further refined and the revised draft will be presented to Members at the December Authority with a view to launching a final version in the New Year.

Discussions with the LEP (Local Enterprise Partnership) are on-going. A copy of the draft prospectus and schedule of investment opportunities for Dartmoor were submitted in September at the LEPs request to inform the development of the LEP Growth Plan.

8.7 *Community-led Planning/Neighbourhood Planning*

Two further requests to designate parishes as a Neighbourhood Planning area came forward this quarter, Buckland Monachorum and for a joint parish area of Bridestowe and Sourton. Clarification is being sought from Bridestowe and Sourton Parish Councils (PC) regarding the inclusion of the 'lands common to Bridestowe and Sourton' but it is expected that both Neighbourhood Plan areas will be uncontentious.

Buckland Monachorum has already made good progress, securing Locality funding (Government sponsored company set up to assist Neighbourhood Planning) and has undertaken a parish wide residents and business survey.

Ashburton carried out some community engagement over the summer and recently attended a joint workshop with the PC led by the DNPA to consider the Chuley Road Masterplan and its relationship to the Ashburton Neighbourhood Plan.

Neither Ashburton and Buckfastleigh secured funding from Locality in the last round. They have been advised of the additional bridging funding recently announced by Locality and will be encouraged to submit an application.

8.8 *Dartmoor Communities Fund 2014/15*

The Dartmoor Communities Fund opened to applications from community based organisations in West Devon and South Hams areas of Dartmoor in September. The fund supports capital community infrastructure projects that address a clear community need and will have a lasting impact. The fund is enabled through the New Homes Bonus received by the West Devon Borough Council and South Hams District Council and is, in part, passed to the DNPA for the benefit of communities on Dartmoor.

11 applications have been received amounting to around £57k funding requested against a pot of around £36k. The first grant awards are expected to be made in November. Ineligible applicants and those requiring match funding have been signposted to other sources of funding and support.

Discussions with Teignbridge District Council to secure funding for the Teignbridge area are yet to bear fruit.

9 Equality and Sustainability Impact

- 9.1 Both the Development Management and Forward Planning teams continue to ensure that equality and sustainability are considered in applications and in policy work. Similarly the Communities Officer takes such matters into account. The DMD and all statutory documents are subject to formal appraisal.

10 Financial implications

- 10.1 There are no significant issues to raise regarding the planning directorate budget apart from the ongoing need to seek advice from outside consultants through various planning appraisals e.g. on agricultural and housing viability appraisals. This budget line has already been heavily committed given consultant fee increases. Housing viability appraisals will in future be covered in Planning Performance Agreements. Planning fee income is however up on that envisaged so these should balance out.

STEPHEN BELLI

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

21 November 2014

**CONSERVATION AND COMMUNITIES DIRECTORATE PERFORMANCE REPORT –
QUARTER 2 (JULY-SEPTEMBER 2014)**Report of the Director of Conservation and CommunitiesRecommendations : **That Members note the content of the report****1 Purpose of the report**

- 1.1 This report is to inform Members of progress towards implementation of actions within the Business Plan and performance targets for the 2014/15 financial year. It provides an opportunity for discussion and challenge.

Overview of Objectives and Key Actions from the Business Plan and Directorate Plan**2 Sustain**

- 2.1 **Dartmoor Mires Project** – 3 months of restoration work has been completed at Flat Tor Pan. This final area to be worked as part of the current Dartmoor Mires project is a complex system of erosion and also the site of the hydro monitoring equipment. Work has been intricate and required resilience from the team. In order to increase the hectares of Hydrologically Restored Area a second machine was secured for August (through the RSPB); a site assistant was appointed to support the team over this period and help was also received from the Exmoor Mires team. For the first time volunteers have also helped with the restoration, building the peat blocks by hand, which to date seems to have been successful (approximately 32 volunteer days).
- 2.2 Approximately 13.2 hectares of Hydrologically Restored Area has been restored which is above the initial estimate of approximately 6 hectares and it is possible that further work will be undertaken in February to complete one of the areas started during the summer. We await with interest initial results from the University of Exeter research team on the impact of the works on the hydrology of the area. As a pilot scheme monitoring is a crucial element of this project and Members will have noted from this report the positive impact on breeding Dunlins whose numbers have increased significantly.
- 2.3 **Living Dartmoor** – the target for this year is to complete the 17 Delivery plans for the habitats and species. This work is on target and only 3 plans are still to be completed for woodland, connecting habitats and marsh fritillary. Work has started with partners to implement key actions and the strategy has been crucial in responding to the targeting for the new Environmental Land Management Scheme

- 2.4 **Cuckoo Project** – another successful year in the public facing biodiversity project to engage the public in the story of the Dartmoor cuckoo and increase understanding about habitat management. This year the public were asked to enter sightings or hearing of the cuckoo on an interactive map. This is a partnership project with Devon Birds and there has been a fantastic response. 728 cuckoo records were reported during the season with over 600 records for Dartmoor. The first sighting was 5 April and the last on 25 June which aligns well with the migration times seen in the satellite-tagged cuckoos. The research will be used to consider future management needs and we hope that the project will run again next year to further qualify the current information. This project has caught the imagination of the public and there has been positive PR around the story of our cuckoos. Members will recall that the scheme was shortlisted for the WMN Countryside awards.
- 2.5 **Heritage Assets at Risk** - performance indicators show positive progress in this area - five scheduled monuments at high or medium risk have been conserved during the first six months and it expected that we will achieve the target of 10 by the end of the year. Management of two of these sites have been supported by Rangers organising volunteer work days which have been a successful way of telling the story of the archaeology.
- 2.6 **Whitehorse Hill** - A significant amount of work has been undertaken to complete restoration of artefacts from Whitehorse Hill, to produce the Whitehorse Hill booklet and of course to open the Plymouth Museum exhibition. The partnership with the Museum was strong and positive resulting in an exhibition which has been extremely well received. PR around this subject has continued. The final monologue on these findings should be completed by summer 2015.
- 2.7 **Bronze Age Archaeology** – this project is part of Moor the meets the eye scheme. There are outputs in year one and we hope that it will remain on target to deliver in Year 1 of the scheme. Planned geo-physical survey of a recently discovered stone circle has however been delayed due to weather but everything is in place to complete when conditions are right.
- 2.8 **Higher Uppacott** – A programme of work was planned to improve the fabric and representation of the building in line with recommendations from the Conservation Plan completed last year. Funding for most of this work was subject to success of Moor than meets the eye, with the exception of some thatching that was urgently required to the north elevation and was completed before the summer. The other works to replace windows and implement wider improvements are subject to listed building consent and the process for this is now underway. If this is successful it is anticipated that works will commence on time and to budget.
- 2.9 **Hill Farm Project** –. Members will recall that Defra awarded Transition Funding for the Project to allow it to continue in its current form during the period of transition from January 2015 to the start of new RDPE programme in January 2015. It was anticipated that funding for the project would be forthcoming through the next programme. This year the team have concentrated on engaging with the farming community to identify priorities and themes to construct a business plan for the project over the next five years. This has proved effective in influencing the Greater Dartmoor LEAF Business Plan; however, it now seems unlikely that core funding

will be forthcoming from Defra beyond December 2014. A funding application has been submitted to the Duchy Countryside Fund as presented to Authority on 7 November.

- 2.10 The team was influential in the development of the TB Action Plan, working with Dartmoor Commoners Council, Defra and state vets following a change in legislation affecting the commons.
- 2.11 The team have continued to identify training needs and facilitate the delivery of appropriate training and knowledge transfer events. The target of 30 farmers receiving training has been significantly exceeded (125). Likewise the team have supported farmers to promote 4 farmer led walks which allow the public to visit farms that are normally private, these again proved to be popular attracting over 50 people.
- 2.12 As part of the Moor than meets the eye scheme, a grant scheme will be launched shortly to help improve and promote the importance of stone walls in the landscape and for farmers.
- 2.13 **Car Park Charges** - work has started to consider the options for introducing car park charges at other sites owned by the Authority and it is anticipated that a further report will be presented to Members in the New Year. This review will take into account the experience from Princetown given the introduction of formal charging in 2013.
- 2.14 **Moor than meets the eye** – the Scheme received formal permission to start in August and is now formally underway. The first project to be completed was the geo-physical survey at Hemeldown, which was also featured in the recent Countryfile programme. Appointment of the Scheme Manager required a second round of interviews but a new manager has now been appointed and will start in January. The first claim will be submitted to HLF in January. The Project Board met in October and meetings have been held with most delivery partners. A progress report was presented to the Project Board in October and although there is some slippage of projects we are currently confident that the cashflow will be positive at end of year 1.

3 Enjoy

- 3.1 **Community Safety Accreditation Scheme** – progress on this was reported to Authority in June. Rangers have all received training and we await confirmation of start date from Devon and Cornwall Police.
- 3.2 **Granite and Gears** - This scheme is progressing with Devon County Council leading on many of the individual projects. It is anticipated that it will be delivered to the required timeline.
- 3.3 **Public Rights of Way** – we have continued to deliver the SLA with Devon County Council and the survey undertaken in May shows that the percentage of rights of way that are easy to use continues to fall. Despite reducing our target from 90% last year to 85% this year we only achieved 84% in our spring survey. There is probably nothing more that can be done about this at the moment but the trend needs to be monitored so that we can make informed decisions with Devon County

Council about when and what further action may be necessary. A report summarising the review of the Authority's role in public rights of way is discussed elsewhere on this agenda.

- 3.4 The Authority bid for and secured some additional resources from Defra (£150,000) to address some of the damage done to public rights of way by extreme weather. Work on carrying out repairs using this funding has commenced and one of the Rangers has been appointed to project manage this work.
- 3.5 **Outreach** – it has been another successful year for our summer Outreach activity, with a continued focus on local shows. 6 Ranger Ralph events have been delivered attended by a total of 115 children and 80 adults and we have generated 70 new members this summer from presence at three of our major agricultural shows. The team and volunteers have attended 15 local shows and spoken to 1639 people (this figure does not include contacts at County Show which were significant)
- 3.6 We have continued to deliver a programme of public events including ranger led walks, cycle rides and conservation tasks attracting 81 participants. We have also delivered a number of specialist led walks by ecologists and archaeologists attracting 55 participants. Unfortunately the Bellever day celebration was cancelled due to a poor weather forecast. National Parks Week offered opportunities to cycle, walk and try geo-caching. Finally Heritage Open days (11–14 September) saw Higher Uppacott open its doors with five fully booked visits giving 96 people the chance to experience this unique building with another 80 visiting as part of the programmed visits. In total we have delivered 39 individual events so far this year which have attracted 309 participants. Our experience has been that the larger events allowing people to be flexible with their time and offering a range of activities are most successful and we will concentrate on planning and delivery of these in future years.
- 3.7 **Interactive Heritage Trails map** – this is a Moor than meets the eye project to deliver a web based map which show a range of access trails which link with features of interest. It is on target to deliver over the first two years of the Scheme.
- 3.8 **Recreation Events** - we have included information on recreation events in our performance framework this year due to concerns from the community about the increasing number of very large events. Last year in quarters one and two, 43 events were held with 12,255 participants (average 285), this year 33 events have been held with 11, 080 participants (average 335 participants.) Further detailed analysis of the information will be undertaken at the end of the year and this is potentially an area for pro-active work next year to review policy and work with interested parties.

4 Prosper

- 4.1 **Volunteering** – we have continued to offer a range of volunteering opportunities from volunteer work days to manage archaeology, rights of way and biodiversity to regular volunteering opportunities on the outreach vehicle and specialist support on Higher Uppacott. However the number of volunteer days is down by nearly 50% on last year to 629 over the first six months. We believe this is related to issues of capacity of staff and the need to identify practical jobs on the ground well in

advance. This is a disappointing trend but further analysis of the figures will be undertaken.

- 4.2 **'Your Dartmoor' Fund** - there has been a slow start to the allocation of funds this year due to changes in the scheme to better align it to the Management Plan. The first meeting of the panel will take place in November and 3 schemes will be considered. A number of other projects are in the pipeline and it is anticipated that the Fund will be fully committed by the end of the year.
- 4.3 **Parishscapes** – again this is a Moor than meets the eye project and is being worked up with local communities, it is on target to support four community based heritage activities in Year 1.

5 Overview of Performance

- 5.1 The Performance Monitoring table is attached at Appendix 1. Generally progress against targets is good. The trend regarding targets for public rights of way that are easy to use is not unexpected given reduction in funding and weather conditions. We are reviewing our role in management of public rights of way this year and the additional Defra money is being used to make improvements to the network. Our volunteer figures are also disappointing and there is some work required to better understand this trend.
- 5.2 Our income figures for Princetown car park for the first quarter of formal charging show an increase of £76 % on the income last year when voluntary charges were in place. In its first year the income has covered the cost of the pay and display machines; however, the increase is not to the level we forecast. A review of car park charging at other sites is being undertaken and the experience at Princetown will be included in this work which will be reported to members at a future date. Members will note that we are now gaining some momentum with income from £ for the Park and we do anticipate reaching our target as we await a large payment, however there is more scope to develop this which is currently limited by staff time.
- 5.3 Management of recreation events, although the number of events and participants is decreasing, average size of events is increasing. This is an area for further analysis at year end and possibly an area to allocate further staff time next year

6 Equality and Sustainability Impact

- 6.1 There are no sustainability or equality issues to report.

7 Financial Implications

- 7.1 All work detailed above has been completed through the agreed budget for 2014/15, with the additional grant from Defra in 2013/14 ring-fenced to fund projects on public rights of way damaged by extreme weather.

ALISON KOHLER

Attachments: Appendix 1 – Directorate Monitoring Framework

20141121 AK Conservation & Communities Performance Report Q2

New Ref No.	How will we measure our achievement	Responsible Officer	2013/14 Target	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
				2014/15					
SUSTAIN									
Conservation of the Natural and Historic Environment									
S6	% of County Wildlife Sites in good condition	NB	90%	90%					
S7	a) Number of known erosion sites	RS/SB	130	To be established during surveys	Surveys to be carried out quarter 3	Surveys to be carried out quarter 3			
	b) % of known erosion sites stable or improving	RS/SB		To be established during surveys					
S8	% of utilisable agricultural land in National Park under agri-environment schemes (2013/14 baseline year)	AK		67%					
S9	a) Number of farmers receiving training relating to agriculture and/or forestry	HFP	25	30 farmers	125				
	b) % of farmers successfully completing training	HFP	100%	100%	100%				
	c) % of participants expected to apply the acquired skill(s) in practice	HFP	100%	100%	100%				
ENJOY									
Promote a positive experience of Dartmoor National Park for Residents and Visitors									
E2	% of total length of footpaths and other rights of way easy to use by members of the public (even though they may not follow the exact definitive line)	AW/SB	90%	85%	84%	no survey carried out in quarter 2		no survey carried out in quarter 4	
E4	a) Number of litter bags collected by DNPA staff or volunteers	RS/SB		<600 reduce amount collected	275	179.5			
	b) Cost of disposing of litter collected	RS/SB		£17,257 reduce costs		£14,767			

Performance Monitoring Framework 2014/15

New Ref No.	How will we measure our achievement	Responsible Officer	2013/14 Target	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
				2014/15					
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)	OR/RS/SB	425	425	149 49%	120 36%			
E10	Number of large scale organised events notified to the Authority and subsequently held on Dartmoor National Park	AW/SB		2013/14 figure	6	27			
	a) number of people participating	AW/SB		reduce number of very large events	4275	6805			
	b) £ for the Park received	AW		£2,500	£435	£563			
E11	Number of events organised by DNPA	CP		34	12	25			
	a) Number of people attending	CP		350	84	207			
	b) % satisfied or very satisfied with the events	OR		90%	100%	94%			
New Family PI	Promoting Understanding: All Parks to submit a paragraph giving a 'case study' snapshot of what has been achieved (max 150 words): 1) The strategic fit / why the work is a priority to the NPA; 2) Identify key activities undertaken; 3) Provide some quantifiable outputs; 4) Information on outcomes where ever possible	LT		N/A	N/A	N/A	N/A	N/A	N/A
PROSPER Work towards ensuring Dartmoor has a thriving economy									
P3	a) Total number of volunteer days organised or supported by the NPA	OR/RS/SB	2400	2,500	303.5	326			
	b) Value (expressed in £) of volunteer days	OR / Finance		The value (£) To be determined annually by NPE					

Performance Monitoring Framework 2014/15

New Ref No.	How will we measure our achievement	Responsible Officer	2013/14 Target	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
				2014/15					
P11	% of Parish meetings attended at least once in the year	PB							
	Number of Parish meetings attended by:	PB							
	a) Rangers/officers	SB/PB		44	1 (Rangers)				
	b) Members	PB			9	11			
P12	DNPA attendance at Local shows	CP							
	a) Number of shows attended	CP		15	2	14			
	b) Number of contacts made	CP		1920	58	1639			