

## SECTION 6

# SUSTAINABILITY

This Landscape Partnership Scheme (LPS) represents taking forward a way of working which has been espoused by the new Dartmoor National Park Management Plan, in which the delivery of National Park purposes is embedded in the work of a wide range of organisations (ie a Management Plan for the National Park not the National Park Authority), and which supports and empowers local communities to help meet identified needs.

The Priorities identified in the Management Plan under the headings of *Sustain*, *Enjoy* and *Prosper* mirror those of the *Moor than meets the eye* Landscape Partnership. These include the natural, cultural and built heritage, access to the National Park, and working with local communities.

### 'Your Dartmoor' National Park Management Plan 2014 – 2019 Priorities

#### **Sustain**

1. ***The future of farming and forestry*** – supporting sustainable farming and woodland businesses that conserve and enhance the special qualities of Dartmoor
2. ***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. ***Making the most of cultural heritage*** – conserving and enhancing the archaeology and historic built environment and helping people to discover more about Dartmoor's heritage

#### **Enjoy**

4. ***Enjoying Dartmoor*** – helping people to enjoy and learn about Dartmoor, with a particular focus on managing access and visitor pressure at areas of heavy recreation use

#### **Prosper**

5. ***Prosperous Dartmoor*** – enabling a diverse, resilient economy that is consistent with the special qualities of the National Park
6. ***Community focus*** – supporting and empowering local communities to help meet identified needs

DNPA, 2013

The Management Plan, highlighting the need for more partnership working, has been produced, and adopted by the National Park Authority, to:

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- Provide the framework for partnership working through the priorities and action plans
- Illustrate how partner organisations contribute to National Park purpose

Clearly there is a considerable and intentional overlap between these priorities and the vision, aims and objectives of *Moor than meets the eye*, and the number of the Management Plan's actions that are supported by delivery of the Landscape Partnership Scheme underlines this.

The change in approach to working with communities, in the section on *Resilient and empowered local communities*, is made explicit:

*“As a result of the localism agenda, there has been a major shift in emphasis from top-down imposition of policy and strategy, to devolving more decision-making and responsibility to local communities. This is reflected throughout the Management Plan with the core value of engagement being a key influence on how the Plan will be delivered.*

*A number of initiatives are being taken forward to give communities the lead in identifying how their areas need to develop and change in future..... There is also a much stronger emphasis on supporting volunteering, and involving more local people in how the National Park is managed and monitored.”*

Therefore, the Aims and Objectives for this Scheme focus on a strong and efficient partnership, which will help strengthen individual partner organisations and will move towards a well-engaged, well-informed, supportive and motivated community who live and work in, and visit, the *Moor than meets the eye* area. All are essential elements to carry the Scheme's momentum forward with minimum further investment.

Five fully-funded years of delivery will have built significant momentum among communities, business and interest and user groups, energy that the Landscape Partnership is committed to maintaining. Through the likes of the Dartmoor Diploma and Parishscapes and further work on both natural and cultural heritage, it will also have developed and supported many of the skills necessary for long-term management of the area to foster a deeper understanding of the area's heritage for visitors and among the next generation of volunteers and heritage managers.

It is not the intention to seek a further large injection of funds once the five years of the delivering the projects that make up *Moor than meets the eye* is complete; the Landscape Partnership aims to ensure that many elements of the scheme will become self-sustaining. In the light of continuing downward pressure on funding with further cuts to the budget allocations of central government departments, local government and National Park Authorities in the Chancellor's Autumn Budget Statement in 2013, it seems unlikely that this situation will change significantly through the life of the scheme. A reliance on such funds being available would not be a sensible or pragmatic approach.

It is worthwhile briefly revisiting the section covering sustainability in the Round 1 Application to HLF in January 2012, which focused on three areas of work:

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### 1. EVOLUTION

*This bid has evolved rather than been imposed. We have sought to work with the local community, amenity groups, existing volunteer groups etc to identify needs and demands and outline projects that meet these.*

*This approach should ensure that the Partnership is built on firm foundations and the projects/component parts are owned by partners. It will help with long-term sustainability – there will be greater ownership and sense of responsibility than if the scheme had been imposed. The theme of evolution will continue through the development and implementation phases.*

### 2. ENGAGEMENT

*Linked to the theme of evolution is engagement. Although Dartmoor National Park Authority is the lead organisation for this scheme project partners, both on and off, the Landscape Partnership Board will help ensure the longer term benefits of this scheme. All of the potential projects that would form part of the Landscape Partnership have an element of community engagement and capacity building to engender passion and support for conserving and sharing the heritage. Engagement will be a key theme for the work of the project team. For example, the legacy from the Volunteer and Events Officer will be a large pool of volunteers who are trained to undertake a range of tasks and can therefore help maintain many of the projects we develop through the scheme. Our team of volunteers will be mixed with young and old alike ensuring continuity. Working in this way will, we believe, develop a network of volunteers and champions able to sustain some of the work beyond the lifetime of the formal partnership.*

*The programme will ensure that the network of volunteers and others (eg builders, land managers etc.) have the ‘skills to sustain’ thus leaving a lasting legacy of people able and willing to conserve and promote the area.*

### 3. ECONOMICS

*We recognise that money is a crucial ingredient for the long-term sustainability of the landscape hence our theme of seeking to link landscape and livelihood.*

*By telling the story of the landscape we hope to persuade people to stay longer, do more and spend more thus ensuring that there is real link between the landscape people enjoy and the livelihoods of those who live there. Developing a passion for the place will also assist with recruiting volunteers (both locally and for the proposed Helping Hands Holidays – the latter is a good example of an initiative which could have multiple benefits – practical conservation, an enjoyable holiday and a new business opportunity). We also want to look at the development of new products from the area that will help sustain the heritage in the longer term.*

*Work on key habitats (Rhos pasture and haymeadows) should enable the area to draw down HLS funding for long-term management.*

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*Funding for specific conservation and recreation projects will be available through the £ for the Park initiative which the Landscape Partnership will help promote. If we can prove, through the life of our scheme, that contributions to this pot will have a major impact on the conservation of our heritage or new facilities to enjoy the heritage, its success should be long lasting.*

*Alternative funds will also be available from the Dartmoor Sustainable Development Fund and the funding pots of other partners (subject to future funding constraints).*

*The information gathered during the life of the Landscape Partnership will be kept by the National Park Authority with appropriate links via the Authority's website.*

Looking at these, firstly, over the course of developing *Moor than meets the eye*, the wish of the Landscape Partnership to have an evolving Scheme rather than one imposed on communities has been challenged, as evidenced by some of the comments from the Community Workshops in Moretonhampstead in September 2013. The commitment to work with local communities expressed in the 'Your Dartmoor' should underpin the work of the Project Team during the course of delivering the Scheme and the Monitoring and Evaluation element of this should identify good practice in working and engaging with the communities in the *Moor than meets the eye* area so that this can be embedded in work here and taken wider to other communities in the National Park. This includes work with a number of potential partners such as the National Trust and Devon Wildlife Trust who will be involved in partnership working across the National Park.

Developing ways of working that clearly involve communities is an essential outcome of *Moor than meets the eye*. The change to the range of projects outlined at the start of section 5 has come through discussions with community groups, interest groups, individuals and the Local Stakeholders Group, and shows how their involvement is important to the evolving Landscape Partnership Scheme.

Secondly, the level of engagement at a more practical level, through volunteering etc, remains a central aim of *Moor than meets the eye*, and the change in emphasis and funding for 'Parishscapes' is perhaps the best demonstration of this, together with incorporating the wishes of the Postbridge community about the Whitehorse Hill excavation into plans for Postbridge Visitor Centre. This and other schemes are set very much within the local community and there should therefore be potential for them to involve and inspire others within those communities to take these further.

Finally, some fee-earning and fundraising potential has been built into the scheme, through part payment towards course costs in the 'Dartmoor Diploma' and under the 'Ancient Boundaries, Modern Farming' stone walling project, and through raising a modest amount of sponsorship for the exhibition at RAMM under 'In the Footsteps of the Victorians'. While forecast income is modest, the foundations will have been laid

through the LPS for efficient delivery, directed to best use by a community with the necessary infrastructure and skills in place.

The requirement for continued work on Higher Uppacott beyond the life of the Scheme raises the need to look at the best model for managing the building and generating future funding for its maintenance (Cox and Thorp, 2013). Raising small amounts of income from events etc may not be the most appropriate or only way to secure the future of the building as an important feature in its own right and in understanding its landscape setting. It is important that this is achieved early in the delivery of *Moor than meets the eye*.

### **Legacy: social capital**

The Scheme's greatest legacy will be the strength of human and social capital it has built in increased working relations with the *Moor than meets the eye*'s communities, the delivery partner organisations and the delivery teams.

#### *Community*

The legacy of *Moor than meets the eye* will be communities that are more involved with landscape heritage. This is best achieved through 'bottom-up', community driven activity, however, maintaining the level of skills, understanding the legal requirements, affording insurance and fundraising are daunting and time consuming activities for volunteers.

The *Moor than meets the eye* Landscape Partnership will develop a support package for local community groups. This package will include further training opportunities that cover all elements of community involvement from training in conservation activity through to legal, health & safety and other more managerial requirements. As some of the needs for those communities may be in seeking funding outside the Landscape Partnership Scheme, training to develop that expertise should form part of the support package.

This support will help build healthy and sustainable community action that will build on the outcomes of the Landscape Partnership. The mechanism for delivering this support will be developed during the Landscape Partnership Scheme but needs to be a key activity from the start of delivery. While there is scope for new partners with experience in delivering similar community support being engaged in this, it is fundamental that the local communities are actively engaged from the start. Support material will be available on the Scheme website, which will be maintained by the Project Team. At the end of the delivery stage of *Moor than meets the eye*, it is anticipated that this would be moved to the National Park Authority website.

The suite of support available will be refined according to the needs of communities, but will include elements such as:

- Information and advice on general countryside management
- Identification of training needs and options
- Project design and management
- Loan of tools and equipment
- Provide learning and training opportunities
- Offer insurance, first aid and health and safety training and support
- Assist with identifying and applying for funding



Some communities already stand out as a model to which others could aspire. Lustleigh Community Archive could provide one such successful template for other Local History Groups. Archaeological survey effort is high at the East Dartmoor National Nature Reserve due to the efforts of an organised and skilled volunteer group (together with biodiversity-related volunteering). The Dartmoor Trust is keen to develop work on an archive for Dartmoor which aims to work with and support community archives, local history societies and community groups in the *Moor than meets the eye* area and across the National Park to provide a record for posterity for an international audience.

Work with schools and young people will create a lasting legacy of appreciation, pride, experience and knowledge in the area's youngest generation and will have equipped some of them with the skills to be the heritage managers of the future.

### *Partnership*

The Landscape Partnership has already established strong links made in development that will be further strengthened in delivery. Such links and relationships strengthen future working and embed greater quality in future project development as well as a wider suite of funding options for future heritage conservation and celebration.

For the partner organisations individually, five years of fully-resourced, well-planned and well-coordinated delivery will support new ways of working in the future. Each will emerge from their experience in delivery as organisations that will have adapted to changing times and circumstances.

The scheme will also provide an accessible archive of good practice and lessons learned throughout delivery, so efforts may be replicated elsewhere or at another time with greater efficiency and less reinvention.

The records and discoveries about the area's heritage also provide a foundation for further monitoring and discovery, a bank of inspirational data to inform design of future project activity. Projects under 'Parishscapes' will come together with others to tell the story of the landscape as it is understood at the end of *Moor than meets the eye* – there will always be more to discover and this should be the start of further community-based projects.

### *Staff*

*Moor than meets the eye* incorporates delivery through a wide spread of partner organisations and has a small core Project team. Simply put, there is a small group of people for whom the Landscape Partnership Scheme is their main focus of work, therefore less people who will need to seek replacement employment, while knowledge gained and lessons learnt will be retained in the partner organisations.

Those employed in partner delivery organisations have greatest job security; the core team's skills would be such that they would be a valuable asset to any employer. The core management team will be employees of Dartmoor National Park Authority, and afforded all the protection that such a public sector position affords. Each will be entitled to redeployment opportunities that may exist within the

organisation. There is also the potential transfer of some employment to third sector organisations, with Devon Wildlife Trust being willing to look at hosting the Community Ecologist post in the future.

After the scheme closes, the partner organisations will be yet stronger and better able to maintain their own aspects of legacy and continuation, particularly in relation to their staff.

### **Legacy: physical capital (natural and built heritage)**

The scheme will deliver improved condition and quality of a number of the area's special landscape features, from the haymeadows of Postbridge to the pounds and driftways that support the continued management of ponies on Dartmoor. This five-year effort will overcome many of the impacts of neglect, and the consequent improvements in quality will mean less effort is required to maintain that quality.

The removal of scrub from some of the monuments at risk will start a pattern of maintenance using volunteers that would only require light intervention with hand tools on a 3 or 4 year rotation. The trails at Bellever and Postbridge will contribute to better management of car parking and an experience for visitors that extends beyond the clapper bridge.

### **Legacy: financial capital**

Where seeking future funds is required, the strong partner relationships built in delivery will lead to stronger, better-designed, more holistic future projects which would have a wider potential suite of funding opportunities than many single-issue, single-partner projects. Individual business opportunities based on the landscape heritage will have been supported in the delivery phase, leaving a sustainable business providing landscape goods.

The improved and developed relationship between visitor, visitor-focussed business, community and the landscape is expected to generate a modest but sustainable contribution to ongoing landscape maintenance, such as through '£ in the Park'.

### **Legacy outcomes by programme**

#### Programme A:

- Farmers and landowners have an increased understanding and appreciation of the landscape heritage assets in their control, and involvement in their management
- Collaborative management of key wildlife assets such as haymeadows, rhôs pastures and valley woodlands on a landscape scale
- Involvement of managers, communities and visitors in understanding the habitat management needs of moorland bird species
- Maintaining the change in heritage asset quality so they require lower levels of ongoing management and maintenance
- Continued research into archaeology of the high moor
- Continued management of boundary and other heritage assets related to farming and management of livestock including ponies
- Future management structure including funding, visitor management and building maintenance secured for Higher Uppacott

- Work continues with landowners, partner organisations and communities to manage heavily used sites, which includes off-site engagement with users and interest groups

#### Programme B:

- Maintaining links between Postbridge village and management of Bellever Forest and the wider area
- Continue to develop interest in Whitehorse Hill and in the heritage of the area, through community involvement and volunteering, particularly the community archaeology project
- Commitment to maintaining the volunteering input from Natural England and the Woodland Trust and other volunteer-managing partners. Such is the future value of effort to be derived from volunteers that all organisations are committed to maintaining it
- Creating further opportunities to understand hill farming and the contribution that management of livestock (including ponies) makes to Dartmoor
- Support the community in Widecombe to develop resources ranging from community archive materials to on-farm interpretation
- Developing the materials, support infrastructure, management structures and skills to enable long-term community delivery
- Embedding events and celebrations into partner organisations' calendars
- Accessible archive deposits and online material
- Inspired and empowered communities able to develop their own interpretation, events and activities

#### Programme C:

- Increased knowledge of, access to, and appreciation of landscape heritage among residents, visitors and managers
- Continued engagement of farmers and landowners in telling the story of the landscape's heritage and their role in managing the landscape
- Continued development and maintenance of the 'Dartmoor Story' website, related interpretation
- Continued increasing awareness of the key role played in management of the landscape by ponies on Dartmoor
- Strengthened partnerships between partner organisations, communities and museums on and around Dartmoor
- Quality infrastructure in place with maintenance schedule embedded with volunteers, or with low maintenance requirements
- Adoption of other improved infrastructure into other organisations' responsibilities
- Strengthened relationships between partner organisations and a commitment to continue enjoying the efficiencies of joined-up working

#### Programme D:

- Strong partnerships developed between further education colleges, South Dartmoor College and Landscape Partnership organisations, enabling an ongoing commitment to delivering the Dartmoor Diploma and co-ordination of training



- Continuation of support from Natural England for graduate placements, who would be encouraged, and available, to work elsewhere on Dartmoor
- Continuation of support from the Dartmoor National Park Authority's Ranger Service to volunteer and community groups
- Importance of training for all staff in heritage skills management and legislation raised among farming enterprises and partner organisations

#### Programme E:

- A strong partnership focussed on reaching a balance between visitors, visitor industry, community and heritage conservation
- Modest, sustainable income to support future objectives

#### **Conclusion**

The Landscape Partnership sees *Moor than meets the eye* as the start of increasing participation and collaboration where local residents, businesses, farmers, visitors and agencies do work together to share, understand and appreciate the importance of this landscape and together have the skills and opportunities to contribute to its future.

It is a special place, steeped in centuries of man's recent history of which the last 4,000 years is the most accessible, and its natural heritage is recognised as nationally important. Key to continuing this is the sharing of a deepening knowledge of the natural and cultural heritage of the area which can continue after the Landscape Partnership Scheme is completed. The Partnership is committed to working together in the longer term and will encourage and support local communities in developing the knowledge and skills to play a more prominent and effective role in having responsibility for the plans and decisions that will shape and protect the best of this landscape long into the future.