

Committee: AUDIT AND REVIEW

Date: 4 May 2007

Report: CONSULTATION STRATEGY

Purpose of the report

1. To consider and agree a corporate approach to consultation.

Strategic Planning Framework

2. The information and recommendation(s) contained in this report are consistent with the Authority's statutory purposes and its approved strategic planning framework:

National Park Management Plan objectives

Many of the principles and objectives are underpinned by a need to undertake consultation, engage with or gauge perception of our audiences.

Best Value Performance Plan objectives

Many of the objectives, actions and performance indicators are underpinned by a need to undertake consultation, engage with or gauge perception of our audiences.

Background

3. The 2005 NPAPA review Improvement Plan had a recommendation to "make provision for the future development of a communications strategy" with an accompanying action to "consider internal and external communications needs, and best approach to delivering key messages to target audiences".
4. As a result the Authority has begun to look at a number of areas falling within this remit; this paper covers the consultation and public survey aspects of our communications and is the result of a cross-departmental group formed to look at this issue. While we do have an existing 'Best Value consultation strategy' developed in January 2000 as part of the Best Value process, this is an area we now need to revisit. This point was also recognised by the Corporate Governance working Group who saw and commented on an early draft of the attached paper.

Conclusion

5. The Authority currently has a wide range of consultations going on which now need to be rationalised. Agreeing to the approach given in the strategy will give a framework to do this.

RECOMMENDATION

6. That members endorse this approach to consultation, and recommend the Authority to adopt the attached consultation strategy.

Annie Galloway
Head of External Affairs

24 April 2007

Background documents: Best Value Consultation Strategy, Audit and Review Committee
5 Jan 2000

Consultation Strategy 2007

What is consultation?

Oxford English Dictionary definition: consult *“have deliberations with; seek information and advice from; take into consideration feelings or interests”*.

A good consultation exercise should work towards informing a decision that will affect those consulted. Consultation can cover a wide range of processes with varying levels of participation or engagement. The Consultation Group considers that consultation can be any method of working with people to find out what they think, value or believe about a particular aspect of the National Park or the National Park Authority. Consultation in this paper also covers perception surveys.

The benefits of consultation

The main potential benefits of consultation are that:

- the results of consultation can be used to help to make decisions about policies, priorities and strategies;
- the results can be used to support bids for resources;
- tracking user satisfaction with services over time, provides a useful performance indicator on improvements to the quality of services;
- knowing what people want can help in service delivery including improving take-up of services;
- the Authority can test public views on conflicting priorities, key choices and resource decisions;
- problems arising from proposed changes to services can be pinpointed in advance, and so avoided.

Consultation can help the Authority to make better decisions by giving us a detailed and balanced view of our audiences' views. It should have a strong influence on decisions, but should not dictate them.

Consultation can also help to improve the democratic image of the Authority. Good consultation can have a wide-reaching impact – not just on those who are being consulted. Being perceived as a 'listening authority' can improve overall perceptions.

Legal aspect

There has been a recent ruling that the five key ingredients of a legitimate consultation exercise are:

1. Consultation must be with all of those potentially affected by a decision
2. Consultation must be undertaken at a time when the proposals are still at a formative stage
3. Consultation must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and response
4. Adequate time must be given for this purpose
5. The product of consultation must be conscientiously taken into account when the ultimate decision is taken

(Taken from annual conference of the Association of Council Secretaries and Solicitors, 8 & 9 November 2006.)

While this is a ruling grounded in case law, it can be applied differently depending on the circumstances of each consultation. For example, consulting on a specific planning activity which will directly affect some individuals will be different from consulting on the general management of hay meadows.

When to consult

In order to make the best use of any consultation, we need to be able to feed the results into the decision making process as soon as possible. It is important that we only consult on those matters which people can actually influence and not those which we think we should do or which we think will give evidence for a pre-determined particular course of action. The attached model (Appendix 1, adapted from Tannenbaum and Schmidt, 1958) shows different approaches which might be applied in different circumstances.

There is of course, a place for gathering views about a range of issues after an event, for example, survey people in order to monitor the effectiveness of a project.

The Authority is just about to produce a Statement of Community Involvement through the Local Development Framework. This would be a good opportunity to ask how, when and about which topics people would most like to be consulted on in work wider than planning. This could be useful information for future consultations.

What to consult on

This paper sets out a number of different mechanisms for consultation and gathering perceptions from our various audiences. The consultation topic or theme each time will dictate which of these are suitable in a 'pick and mix' approach. Some topics are already known and methods are already in place to address them e.g. residents survey to gauge views on certain local issues. Other topics will emerge over time. It is suggested that SMT review the themes and topics annually to set the programme for the coming year.

There will, of course, be times when issues arise quickly and in these cases there is enough flexibility in the variety of mechanisms to allow us to gain views as necessary.

Who to consult

Given the ruling that "consultation must be with all of those potentially affected by a decision" but bearing in mind that we are not a large organisation and our resources are limited, it is impossible to be prescriptive about whom we should consult as it will need to be decided on a case by case basis.

As a national organisation and as part of an international family with a remit to conserve, enhance and promote understanding of an area we have many audiences and customers whose relative interests will vary depending on the issue under discussion.

In order to inform our work and supply data for our various publications (SoPR, NPMP, BVPP) we need to consult with residents, visitors, regional, national and specialist audiences.

Scheduled programme of consultations

It is important that we balance the spending against the need for data so that we have enough information to make informed decisions and yet do not compromise the budget.

The Consultation Group has collected together the range of consultations and public surveys carried out by the Authority and cross-referenced them with the targets, objectives and indicators in the BVPP, NPMP, SoPR and Local Planning Framework. Where possible, links were made to ensure that we were asking the questions we needed to ask to get the answers we needed to have.

The attached table (Appendix 2) identifies the key regular consultations and surveys which the group think would be of most benefit to the Authority. It is broken down into audience categories to make it easier to navigate through the table.

The programme of key regular consultations will give us the data we need, as well as being flexible enough to allow specific proactive consultations to be fitted alongside too.

Given the balance between the length of time it can take to change perceptions, the need for valid data and available resources, a five-yearly interval is recommended for major perception surveys. It would be essential, however, to use standard questions within other related surveys which would build up a picture over time. Appendix 3 gives the timeline showing which known consultations are planned in each year from 2007 - 2016. Those planned for 2007 are in the current budget.

Method of consultation

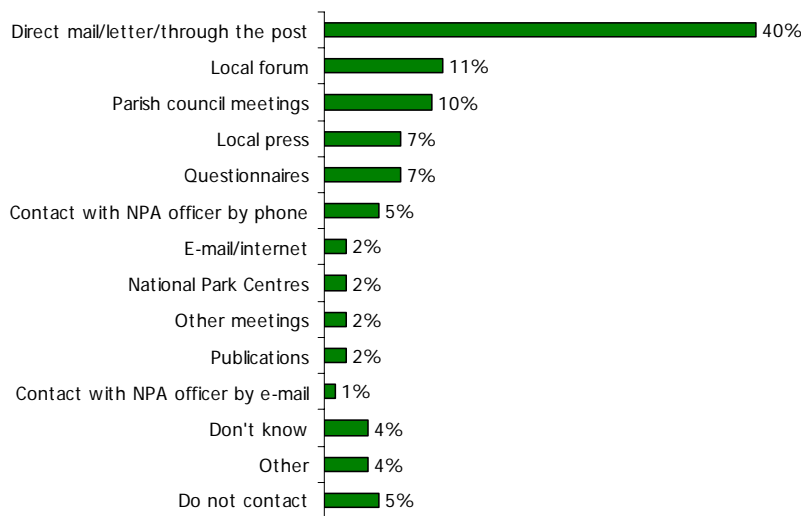
There is a spectrum of consultation methods, from those that are less involving to those that are more involving (examples include face-to-face interviews, focus groups, public meetings, citizen's panels etc). A sound approach to consultation is not necessarily one where all activities are concentrated towards more involvement, as different methods are needed for different purposes. What is important is to pick the right method for each situation.

Recommended methods of consultation by audience type

1. Residents

The last survey of National Park residents was conducted in 2004. One question asked about the preferred means of consultation.

Chart Q17: Preferred method of consultation



Based on 500 telephone interviews.

It is apparent that direct mail to each household is the favoured method of consultation followed by local forums and parish meetings. An earlier survey of residents in 1999 returned similar findings. It seems from this that email and the internet is not yet the preferred method of consultation, although evidence from other planning authorities suggests that while email never rates highly in consultation results, it is used fairly extensively when actually introduced. As we have recently put more planning processes on the internet, it will be interesting to see if that is the case for the Authority.

Based on this information, and budget restrictions, then the most sensible route would be to use the Dales 20xx process to consult with residents. We could do this either directly in the copy of the newspaper or via a direct mail type insert delivered with the newspaper.

Given that local forum and parish council meetings scored next highly and the fact that staff attend several of these already, it seems sensible to improve the way we are using this resource to consult on a range of topics. There are currently three different varieties of forum available;

- District Area Forums of which there are two per year in each ward and six wards in the NP
- South Lakeland Community Conference held twice each year and well attended
- Local Strategic Partnership forums.

Attending all of these would give a good geographical spread and of type (and level) of topics we could consult on.

Of course, these type of meetings can be self-selecting so it may also be worthwhile having a travelling display in local libraries for the main or major consultations e.g. NPMP. This could be made more interactive by staffing or by incorporating a feedback mechanism for views e.g. tear-off slip. There are seven local libraries which may be most beneficial. This would also be in line with NPAPA Recommendation 1b, “ensure there are opportunities for all stakeholders and local strategic partnerships (LSPs) to engage in the development of a shared vision for the Park.”

Direct consultation via Dales 20xx would allow us to find out the views of our audiences at first hand. But in this kind of consultation it can be difficult, although not impossible, to make consultees feel involved in the decision-making process, or to provide feedback to them on how their views were taken into account. Using the ‘you said, we did’ article in Dales 2006 is, however, a starting point. Using delegates who represent the views of others means that consultees can become more involved in the Authority’s decision-making processes, but runs the risk that delegates may not truly represent the wider community, or even the groups that have delegated them.

2. Visitors

We need to have up-to-date information on visitor numbers, perceptions and awareness in order to plan future work programmes.

It is also important that we can track changes in visitor numbers, perceptions and expectations over time so thought needs to be given to the timing of consultations and to the stability of questions to allow comparisons to be made with previous work. Trend analysis and cross-referencing is necessary in a number of our visitor surveys and so to make the data as valid and useful as possible there will be a number of standard questions which we will use when possible e.g. standard visitor stay times, standard wording on understanding our purposes etc.

It will be worthwhile conducting a consultation each year with standard core questions to gain trend data and with a different topic focus each year e.g. year 1 ethnicity focus, year 2 CROW focus, year 3 outdoor recreation focus, year 4 ‘environmental’ focus, year 5 customer care focus. There would be a need, however, to return to these topics every 4-6 years so the process would become circular. Depending on the number of topics it may be manageable to have one consultation/perception survey each year but if it meant the cycle was longer than six years it may need to be increased in some years to meet NPMP or BVPP objectives, or to satisfy external funders.

In recent years this has been happening to a certain extent but the process needs to be formalised and the programme of topic areas agreed.

There is value in having standard questions which can be used nationally to allow comparisons and trend data between all National Park Authorities to be compiled. The All Parks Tourism Working Group have devised a set of these which are currently being refined for use this year.

STEAM data is currently collected every year via the Yorkshire Dales and Harrogate Tourism Partnership for the whole marketing area, which is the National Park area plus Craven, Nidderdale, Richmondshire, South Lakes and Eden. This is primarily trend data measuring the local economic

impact of tourism from both staying and day visitors. In order to make the best decisions for visitor management in the National Park, there is a need for data just for the National Park area and every other year would be sufficient for this.

3. Regional audience

We have only conducted one region-wide consultation and perception survey in recent years and this was jointly with NYMNPA. Face-to-face interviews plus focus groups were held in Teesside, Vale of York, West Yorkshire and Hull. This gave valuable information about users and non-users of the National Park and National Park Authority services. It is suggested that a five yearly cycle would be suitable for this which would mean a repeat in 2008/09.

As part of the outreach programme in 2004 we did a consultation and perception survey in Keighley and Bradford. It is due to be repeated in 2009.

4. National audience

We have only undertaken one full national survey in the past (2001) and this was done jointly by all National Park Authorities organised by YDNPA via NOP. There was a telephone survey of 1000 people across England and Wales. It is suggested that this is still the most appropriate method and should ideally be carried out every five years. The next one is currently being planned for 2008 via the ANPA Communications Group.

We are currently assessing the possibility of having a web-based consultation system which may be of use across the Authority. Using IT would have the benefit of being widely accessible although may be only used by a certain self-selecting IT-literate group within the population.

5. Specialist Audiences

There will always be a need to consult with or conduct a perception survey to understand more about the views of specialist audiences. Some of these are already known and are built into the scheduled programme, as others became apparent, a proposal would need to come forward to be incorporated into a programme to be agreed by SMT.

Prioritising our resources

The consultations that we undertake need to be kept in proportion, and with current resources we will never be able to ask everyone about everything we do. It is therefore important that we identify priorities. These priorities should be selected to address the issues that are particularly important to the whole organisation, as well as to individual services. Generally it would seem sensible to consult on:

- services or decisions where consultation is a statutory requirement e.g. planning;
- major policy decisions where the Authority does not already know much about people's views;
- controversial decisions in which there is likely to be a high level of public interest;
- services that account for a significant proportion of overall spending;
- newly developed services or new statutory duties, where there is no information already available about people's views or priorities;
- subjects necessary for programme development or monitoring.

Making use of other research or product surveys (appendix 4) for consultation would be a way of maximising the use of resources available to give consultation results.

Partnership consultations

In order to make best use of available resources we must look at whether our needs can be met by joining with other organisations in their consultation work. This needs a note of caution though, as minor alterations of wording to suit another purpose can seriously affect the usefulness of resultant data. This could make data potentially useless for trend analysis or not specific enough for its

intended use in which case this could be a waste of Authority resources as well failing to provide useful information.

A current list of potential partnership opportunities not included in the scheduled programme of consultations is shown in appendix 5.

One key area where partnership working would be a major benefit is in the face-to-face consultation with residents. The Area Actions process was well run and well received, however, it was costly in terms of financial resources and staff time. There are several other processes in place for example the Parish Plans and Community Partnerships which we could make more use of although the coverage of the National Park is patchy.

For proactive consultations where speed or a 'rough' response may be the main requirement, then partnership working may well be more appropriate. In these cases the relevance for trend analysis should be considered but may not always be the primary consideration.

Feedback systems

We will always endeavour to acknowledge what difference people's views have made – not on an individual basis necessarily, but as a collective. The current 'You said, we did' in Dales 2006 and Dales 2007 is an example of how we can do this. Other ideas include information on the website, in planning letters (when planning related results are available) and via National Park Centres.

It is absolutely crucial that we plan a feedback loop into every consultation otherwise we will fail in the longer-term. It is better to be honest about what difference people's views have or have not made and the reasons for this if we are to gain respect for our consultation processes.

It is important for feedback to be honest, especially when consultees were critical, or when the Authority has decided to do something that the majority of consultees did not support. By demonstrating that the Authority has paid attention to what consultees have said, feedback can help us to strengthen the credibility of our consultation work. It can also increase the likelihood that consultees will respond to future exercises.

Resources need to be agreed within each consultation process to plan and implement a feedback loop with advice from the Communications Team.

Analysing results

We have SNAP (a software package to analyse data) but its use is sporadic across the Authority. Some consultations are analysed by external independent companies whereas others are inputted and analysed in-house. Kathryn Beardmore is the unofficial resident expert for SNAP and has begun to roll out training to other officers, however, it may be more effective to have a dedicated officer for this work.

Using results

Currently we have data which would be beneficial to many but held by a few. This is not an intentional with-holding of information, rather there is currently no set procedure or library area for everyone to use. We propose to have a dedicated area set up on the x: drive to allow officers to check what is planned or ongoing, and to place their consultations and results. This will reduce duplication and allow us to take a more strategic approach to our work. At present there is no one person or group who would manage this process and the Consultation Group believe this to be a potential weakness. Having it as part of a dedicated officer(s) role to monitor or oversee the library area would ensure it remains most useable.

This will also contribute towards NPAPA recommendation 5, "put in place systems for extracting learning and sharing it across the organisation" and the associated action "put in place arrangements to make it easier to find and share research and survey information across the Authority."

Evaluating our consultation

Evaluating consultation is not an easy task, but it will be increasingly important as the number and breadth of consultations undertaken grows.

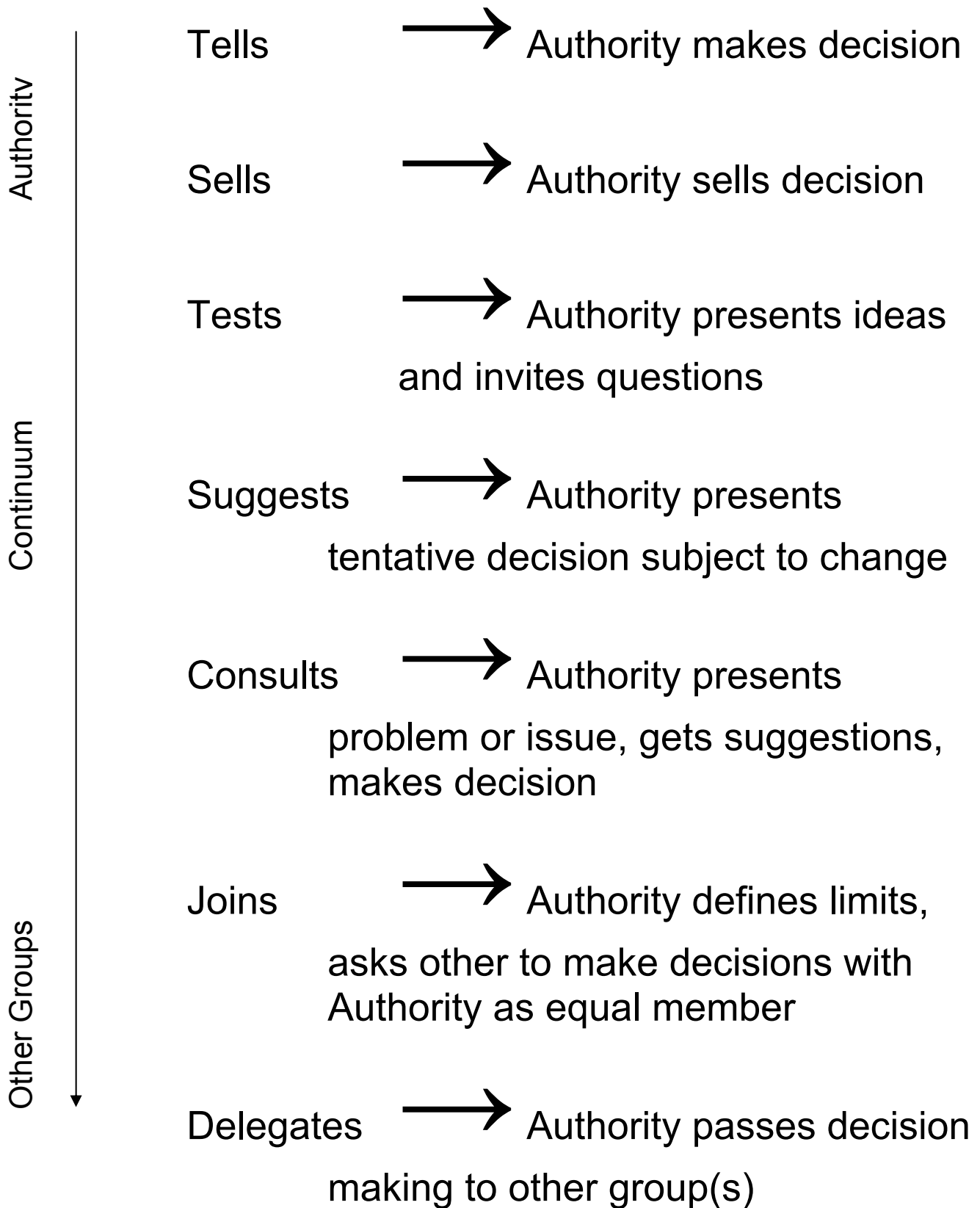
Judging whether an individual exercise has been a success depends largely on its objectives.

However, there are three main dimensions to consider;

- the extent to which target audiences were reached;
- the design of the process to give meaningful data;
- the cost.

Annie Galloway

March 2007



Appendix 2 Proposed Programme of Consultation Mechanisms and Surveys by Audience

Consultation 'name'	Who are we consulting?	When? How often?	How many previous times?	What is the theme?	Does it relate to a document?	Indicator it relates to?	Who organises it?	Cost?	Comments
Residents									
Residents' survey (Annie Galloway)	Residents of YDNP Parkwide	Every 5 years	Twice – 1999, 2004	What do they know/think about YDNP and YDNPA	BVPP SoPR	SoPR – UE2 BVPP – PU objective 3	External Affairs	£5,000	Gives useful independent trend data
Various questions in Dales (Sarah Nicholson, SMT)	Residents of YDNP Parkwide	Could be every year, currently would be every two years	-	Views on specialist topics	Any	Many	External Affairs	Included in cost of Dales	Fits in well with residents' wishes Develop into 'You say, we listen'
Local Strategic Partnership Forums (David Butterworth, various)		Various depending on level		Views on topics					
District Area Forums (Alan Hulme)	Residents of YDNP	2 per year in each Ward and 3 Wards in Craven and Richmondshire	Numerous	Various forums for all authorities to discuss issues and answer questions	Community Strategy		District Councils Craven Richmond	Attendance	Fits in well with residents' wishes Statutory for parish councils
South Lakeland Community Conference (Phil Brown)	Residents of South Lakeland	Twice each year		Information on work of LSP and how organisations can make a difference to quality of life in South Lakeland					Well attended 250-300 people
National Park Management Plan (Moya Turrell)	Residents of YDNP Parkwide	Every 5 years from 2000	1977, 1984, 2000, 2006	Overall Management Plan for the whole of the Park, not just Authority	Statutory requirement	All of BVPP	YDNPA		
Regional Audience									
Regional Awareness survey (Annie Galloway)	Residents of, Teesside, Vale of York, West Yorkshire and Hull	Every 5 years	Once 2003	What do they know/think of NYM and YDNP Visiting info	BVPP	BVPP – PU objective 1 SoPR – part of UE1	Either YDNPA or NYMNPA	£7,000 - £3,500 each NPA	Joint with NYMNPA Also covers non-users

Consultation 'name'	Who are we consulting?	When? How often?	How many previous times?	What is the theme?	Does it relate to a document?	Indicator it relates to?	Who organises it?	Cost?	Comments
Awareness and understanding in Keighley and Bradford (Catherine Kemp)	Residents of 3 urban wards in Bradford and in Keighley	2004, next 2009	Once 2004	What they know/think about YDNP, visiting info What they know/think about YDNP, visiting info	BVPP	BVPP – PU objective 1 SoPR – part of UE1	External Affairs	£12,000	Specific for BtB project – now of wider use
Visitor Audience									
Visitor Survey YDNPA (Mark Allum) aka Best Value Customer Survey (Kathryn Beardmore)	Visitors to YDNP	Every 4/6 years	Once 2002	To find out view of existing customers on their visit to YDNP, the NPA and service provided	SoPR, BVPP	SoPR - UE2 BVPP – PU objective 3	Park Management	£8,000	Needs to happen again by 2008
Visitor Survey in YDNPA (Catherine Kemp)	Visitors at set sites in NP	Planned for 2009	Once 2004	Profile of visitors to YDNP to get baseline data for minority ethnic visitors	BVPP	SoPR - UE2 BVPP – PU objective 3	External Affairs	£8,000	Planned again 2009 – could be rolled into one above
CROW Survey	Visitors to YDNP	Planned for 2007/08	Once 2005	Profile of open access users			Park Management	£8,000	
Various questions in 'The Visitor' newspaper (Sarah Nicholson)	Visitors	Every year	-	Views on various topics			Communications Officer	None	Develop into 'You say, we listen'
National Audience									
National opinion poll (Kath Taylor)	Population of England and Wales	Every 5 years	Once 2001	Which NP can they name What do they know/think of NP	BVPP SotPR	SoPR – UE1 BVPP – PU objective 3	External Affairs (on behalf of ANPA)	£10k total – £1k per NPA	Planned 2007
Specialist									
Design Guide (Peter Stockton)	Selected consultees (focus group)	Every 5 years or so	2002	Consult on proposed guidance	BVPP		Deputy Planning Officer	<£5k	Planned 2007
People who do not use the NP or NPA services	Regional non-users in focus groups		Once - 2004	What they know/think about YDNP, why do they not use			Either YDNPA or NYMNPA	Part of larger survey see above	Joint with NYMNPA

Consultation 'name'	Who are we consulting?	When? How often?	How many previous times?	What is the theme?	Does it relate to a document?	Indicator it relates to?	Who organises it?	Cost?	Comments
Greening Business Survey (Kathryn Storey)	Tourism businesses in YD marketing area	Every two years	Once 2005	Monitoring businesses offering sustainable tourism product – attitudes etc.	BVPP NPMP	BVPP – PU objective 2	External Affairs	Incentive plus postage	Planned 2007
STEAM for NP area (Kathryn Storey)	Visitors to NP area	Every two years	Currently annual	Checking visitor numbers and economic indicators	SotPR		Kathryn Storey via sub-set of TP full marketing area survey	£2,000	First one 2008
Conservation Area Character Appraisals (Mark Stephenson)	YDNP residents in selected areas	Intention is for 5 year cyclical programme	Ongoing	Historic and character analysis to establish essential character	NPMP HE11, BVPP	BVPP – Cultural Heritage	Conservation and Policy		
Conservation Area Management Plans (Mark Stephenson)	YDNP residents in selected areas	Intention is for 5 year cyclical programme	Never	Developing management and enhancement plans and implementing	NPMP HE11, BVPP	BVPP – Cultural Heritage b, c.	Conservation and Policy		
Local Development Framework									
Housing Development Plan Document (Peter Stockton)	The 'community'	Every 5 years or so	Replaces local Plan procedure	Discussion of issues and policy options	Local Development Framework	BVPP - Forward planning – objective 1	Planning policy	<£10k	
Minerals and Waste Development Plan document (Peter Stockton)	The 'community'	Every 10 years or so	Replaces local Plan procedure	Discussion of issues and policy options	Local Development Framework		Minerals Planner/planning Policy	>£5k	
Statement of Community Consultation (Peter Stockton)	The 'community'	Every 5 years or so	Never	Discussion of public participation in the planning process	Local Development Framework		Planning policy	£5k - £10k	
Planning Applications (Peter Stockton)	Neighbours, PCs, relevant Authorities, internal depts, public via press advert	Every day	Since 1976 (est. of YDNP Committee)	Notification and consultation on planning proposals	See Consultation name		Planning technicians/Area planning Officer	<£10k (pa)	E planning will reduce paper costs Advertising remains big expense

Appendix 3 Timeline for Scheduled Consultations and Perception Surveys

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
All									
			NPMP £5000	NPMP £5000					NPMP £10000 ?
Residents									
Residents views on various topics via Dales 2007 District Area Forums x 6 SLDC Community Conf x 2	Residents views on various topics via Dales 2008 District Area Forums x 6 SLDC Community Conf x 2	Residents survey £5000 Residents views on various topics via Dales 2009 District Area Forums x 6 SLDC Community Conf x 2	Residents views on various topics via Dales 2010 District Area Forums x 6 SLDC Community Conf x 2	Residents views on various topics via Dales 2011 District Area Forums x 6 SLDC Community Conf x 2	Residents views on various topics via Dales 2012 District Area Forums x 6 SLDC Community Conf x 2	Residents views on various topics via Dales 2013 District Area Forums x 6 SLDC Community Conf x 2	Residents survey £5000 Residents views on various topics via Dales 2014 District Area Forums x 6 SLDC Community Conf x 2	Residents views on various topics via Dales 2015 District Area Forums x 6 SLDC Community Conf x 2	Residents views on various topics via Dales 2016 District Area Forums x 6 SLDC Community Conf x 2
National									
NOP national awareness £1000 joint with other NPA					NOP national awareness £1000 joint with other NPA				
Regional									
	Regional awareness survey also covers non-users (joint with NYMNPAs) £3500 if NYM involved, £7000 if not	Awareness and understanding in Keighley and Bradford (Beyond the Boundary) £12000				Regional awareness survey also covers non-users (joint with NYMNPAs) £3500 if NYM involved, £7000 if not			
Visitors									
Visitor Topic 1 CROW £8000	Visitor Topic 2 - Best Value Customer Survey £8000	Visitor Topic 3 % ethnic visitors £8000 (could go to 2010 if necessary as BVPP is by 2010)	Visitor Topic 4 - £8000	Visitor Topic 5 - £8000	Visitor Topic 1 - £9000	Visitor Topic 2 - £9000	Visitor Topic 3 - £9000	Visitor Topic 4 - £9000	Visitor Topic 5 - £9000
Visitor views on various topics via 'The Visitor'	Visitor views on various topics via 'The Visitor'	Visitor views on various topics via 'The Visitor'	Visitor views on various topics via 'The Visitor'	Visitor views on various topics via 'The Visitor'	Visitor views on various topics via 'The Visitor'	Visitor views on various topics via 'The Visitor'	Visitor views on various topics via 'The Visitor'	Visitor views on various topics via 'The Visitor'	Visitor views on various topics via 'The Visitor'
Planning LDF									
Planning design guide £5000 Statement of Community Consultation Sept 07 £5000 Housing development plan spring 07 £10000 Minerals & Waste Development Plan (annual consultation) £2000	Housing development plan 'burst' in March/April £10000 Minerals & Waste Development Plan (annual consultation) 'burst' in March/April £2000 Two conservation area character appraisals. Leads to supplementary planning guidance £2000 each. £4000	Housing development plan 'burst' jan/feb £10000 Minerals & Waste Development Plan (annual consultation) 'burst' in Jan/Feb £2000			Statement of Community Consultation July £3000	Housing development plan spring 07 £10000	Housing development plan 'burst' in March/April £10000	Housing development plan 'burst' jan/feb £10000	
Specialist									
Consultee/objector satisfaction survey (planning) £2000 Greening business survey £750	STEAM for NP area £2000 Conservation Area Character appraisals and management plans	Greening business survey £750 Conservation Area Character appraisals and management plans	STEAM for NP area £2000 Conservation Area Character appraisals and management plans	Greening business survey £750 Conservation Area Character appraisals and management plans	STEAM for NP area £2000 Conservation Area Character appraisals and management plans	Greening business survey £750 Conservation Area Character appraisals and management plans	STEAM for NP area £2000 Conservation Area Character appraisals and management plans	Greening business survey £750 Conservation Area Character appraisals and management plans	STEAM for NP area £2000 Conservation Area Character appraisals and management plans

Appendix 4 – Service and Product Surveys and Research

Consultation 'name'	Who are we consulting?	When? How often?	How many previous times?	What is the theme?	Does it relate to a document?	Indicator it relates to?	Who organises it?	Cost?	Comments
Feedback Cards included in Harvey's publications (Mark Allum)	People who buy a Harvey's Map	Ongoing	?	To get info on product bought, activities undertaken and amount spent in area	?		?	?	
Dales newspaper publication survey (Sarah Nicholson)	Residents	Every 1-2 years	2004, 2006	Views on the content and format of the publication, satisfaction rating	No	BVPP – PI	Communications Officer	None	
The Visitor newspaper publication survey (Sarah Nicholson)	Visitors	Every year	Sporadically since 1981, annually from 2004 onwards	Views on various topics, views on content, satisfaction rating	No	BVPP – PI	Communications Officer	None	
STEAM for TP marketing area (Kathryn Storey)	Visitors to NP area	Every two years	Currently annual	Checking visitor numbers and economic indicators	SotPR		Kathryn Storey	£2,000	First one 2008
Education Resources Awareness Research (Bill Wood)	Visiting education group leaders	2008	1 in 2005	Awareness of education service / resources prior to visit.	BVPP PU Obj1	BVPP – PI	Outreach and Education Manager	£5,000	
Website satisfaction survey (Kath Taylor)	Users of the Authority website	Annually	Not sure but certainly once a year for last 4-5 years	Satisfaction with website – ideas for new developments, comments of user-friendliness (or otherwise) of site	BVPP	BVPP – PI	Communications Manager	Negligible - £120 fee for Survey monkey software	
TP Holiday Guide Questionnaire (Kathryn Storey)	Readers of Holiday Guide	Every year	?	Identify improvements for future publications	TP marketing plan		Tourism Partnership	Cost split across TP	YDNPA has opportunity to include questions
Customer satisfaction Survey (Peter Stockton)	Applicants for planning permission	Every 3 years	2005	Performance, customer care	BVPP	Objective 3 BVPP	Head of Planning/Technicians	£2k	
NPC Questionnaire (Julie Barker plus Centre Managers)	Visitors to NPCs	Every year	lots	Achieving National Minimum Service Standards	BVPP	SoPR – part of UE3 BVPP – NPI PU1, PU objective 3	External Affairs	Incentive plus staff time	

Consultation 'name'	Who are we consulting?	When? How often?	How many previous times?	What is the theme?	Does it relate to a document?	Indicator it relates to?	Who organises it?	Cost?	Comments
Media service evaluation (Nick Oldham)	All media on emailing list	Annually	Three – started 2003	Quality of service and press releases provided to media	BVPP	BVPP – PI	Media Officer	Zero cost	
Users of outreach projects/programmes (Catherine Kemp)	People who use or work on outreach events	Throughout year	Most events	User info, impact of projects			External Affairs		
Satisfaction rating for car park and toilet users	Sample of users	Annually				BVPP PM Objective 5		£4k	
Public Transport Questionnaire Survey (Andy Ryland)	Public Transport Users	Since 2002	?	Satisfaction of service, purpose of journey, demographic info and spend	?		?	In 2005 used 9 officer days and £???.	

Appendix 5 Potential partnership consultations and surveys

Community Investment Prospectus (Phil Brown in Richmondshire/Alan Hulme in Craven)	North Yorkshire residents of YDNP	2000	Active groups review regularly	Various but again specific actions within locally identified areas	Community Partnerships		Initiated by NYCC but those groups surviving are now self-sustaining.		Feeds into Community strategies
Richmondshire Joint Residents' survey (Moya Turrell)	Residents of Richmondshire	Annually from 2005 to 2007	Twice – 2005 and 2006 (2006 still ongoing)	Section on National Park relating to Community Strategy themes	Authority Report 14 February 05		Richmondshire DC	£20k, YDNPA contribution £500 per annum for 3 years	Could be linked to findings in NPA residents survey
Roadside Cordon Surveys (Mark Allum)	Road Users	1992, 1994 & 2004		Combined with site surveys allows us to pick up on non car borne travellers	?		NYCC	?	