

Committee: AUDIT AND REVIEW

Date: 14th November 2023

Report: VISITOR SERVICES PERFORMANCE REVIEW

Purpose of the report

1. To report back to the Committee on the conclusions and recommendations of the review group looking at Visitor Services.

RECOMMENDATION

2. That the recommendations in the Action Plan (section 4 of the **Annex**) and summarised in paragraph 8 are agreed, and those involving financial considerations be put forward to the Finance and Resources Committee as part of the next budget process.

Strategic Planning Framework

3. The information and recommendation contained in this report are consistent with the Authority's statutory purposes and its approved strategic planning framework:
 - **Corporate Plan objectives**
'Plan and manage all aspects of the Authority's business so as to make the most consistent and effective use of our resources...'

Background

4. At the April Audit and Review committee, Members agreed there would be a performance review of the Authority's Visitor Services undertaken this year. Under statute the National Park Authority is required to promote the opportunities for understanding and enjoyment of the special qualities of the area to the public. Part of this is achieved by offering a range of services to visitors before and during their visit. These include the following elements, which form the scope for this review:
 1. Web pages 'planning your visit' 'things to do' 'be inspired' on our website www.yorkshiredales.org.uk
 2. The Visitor newspaper
 3. Four National Park Visitors Centres (including Dales Countryside Museum in so far as it affects the National Park Visitor Centre at Hawes),
 4. Four National Park partnership centres
 5. On site interpretation, information boards and leaflets
 6. Seasonal rangers and learning and engagement pop up events.

The review

5. The review team comprised of two members and three officers:

Audit and Review Committee Member – Lizzie Bushby
Promoting Understanding Member Champion – Derek Twine
Director of Park Services – Kathryn Beardmore
Head of Visitor Services – Julie Barker
Communications Manager – Mark Sadler

6. The purpose of this review was to understand the effectiveness of each element outlined in paragraph 4 in achieving our second purpose and to identify any efficiency savings that may be used in helping to deal with any future budget deficits. The review was to:

- (a) Identify the cost of services (including direct and indirect staff resource), and compare these against other National Park Authorities.
- (b) Identify the level and standard of service currently provided, the audience demographic (where relevant) as well as the overall 'reach', and current trends.
- (c) Evaluate the effectiveness in 'promoting understanding and enjoyment' and
 - a) whether similar services are already offered in the locality, but run by others eg community groups, National Trust, Natural England.
 - b) Identify different delivery models and options available for delivering these services.

7. At the present time, National Park Visitor Centres (NPVCs) is a 'limited' work programme, while the website, interpretation and the *Visitor* newspaper all sit within 'comms'. Comms as a corporate programme is not part of the Authority's prioritisation process – because it is expected that all corporate services are delivered as efficiently as possible. The Dales Countryside Museum (DCM) is not part of this review either, as it is a separate work programme - though the National Park Visitor Centre service is integral to it. This provides 'front-of house': reception, museum ticket sales and other services. The Seasonal Engagement Rangers' role is primarily to help with visitor/recreation management, which is an 'adequate' work programme.

8. The review team's report is attached as an **Annex** to this report. A number of recommendations have been made (see the action plan section 4 of the **Annex**). In summary these are:

(a) Website

- Introduce a 'did you find what you are looking for survey' on the Authority's website.
- Look at how to improve user navigation, through the site as it isn't intuitive and because improved navigation will help keep people within the website for longer.
- Invest additional resource into the creation of in-house video content to promote understanding and enjoyment of the National Park special qualities, particularly amongst younger audiences

- Investigate the feasibility, cost, and ongoing maintenance required for an interactive ‘virtual’ visitor centre and accessibility hub, to help visitors get more out of their visit, and to decide whether to provide this service.

(b) The Visitor

- Add ‘what’s on guide’ strapline to the front cover.
- Move the magazine’s survey online for ease of completion and analysis, with a QR code - pointing to the online survey - and the incentive and call to action remaining within the Visitor magazine.

(c) National Park Visitor Centres (NPVCs)

- Undertake a full detailed review of all options for maximising value from the Authority’s combined assets at Grassington – visitor centre, Colvend and its associated buildings, and the car-park.
- Consider the impact of card only payments, alongside alternative options for cash collection.
- All NPVC staff to undertake ‘welcome all’ diversity training.
- Explore external sources of funding for renewal of interpretative displays in the NPVCs.

(d) National Park Partnership Centres

- Continue to pay an annual grant to the four partnership centres.

(e) Interpretation and Information

- Undertake an audit of existing interpretation across the National Park.
- Identify interpretation /information panels/leaflets that contain a visitor management/safety message, so this is not missed in any future iterations.
- Develop and write a park-wide interpretation strategy, and a best practice guide/policies which provides a framework for future commissioning of interpretation schemes and helps signpost visitors to a deeper understanding of the National Park.
- Rather than employ an interpretation officer, commission interpretation schemes in the future.

(f) Seasonal Engagement Rangers

- Continue to employ seasonal rangers to engage with visitors and ensure capacity to react to visitor management incidents when they arise.

Conclusion

9. It is significant that visitors give high satisfaction ratings for their visit to the National Park and are using a mix of face to face, printed and digital material, alongside a Google search before and during their visit. So, ending the availability of any element is likely to have an impact on National Park visitors’ understanding and enjoyment of the area. However, there are options put forward to stop or change the way some services are delivered that will help with the anticipated budget deficit in 2024/25. Further options are put forward in **Appendix 4** that could be considered once the scale

of the budget deficit is clearer. The National Park Visitor Centres are one of the most tangible, and visible, ways we demonstrate to visitors this area is a National Park. It is also important to maintain a face to face service from an inclusivity perspective too. Not everyone is able or wants to use digital or printed material, particularly people with a sensory, mobility and/or learning disabilities.

Kathryn Beardmore
Director of Park Services

24 October 2023

Report of the Visitor Services review group

1. THE ISSUES

a) What are the specific performance/cost issues that the review has been set up to tackle?

1. This review was set up to look at the effectiveness of our website, *Visitor* magazine, National Park Visitor Centres, on-site interpretation and information boards, leaflets and engagement rangers in 'promoting understanding and enjoyment'. It was asked to suggest what, where and how we could be delivering services for visitors in the future, bearing in mind the various behaviour changes of visitors in the past five years. The review has been mindful of the fact that our Core Grant from Defra has not increased since 2020 and is less in actual terms than it was in 2010-11, yet some of these service costs have increased significantly. For example, the National Park Visitor Centre programme, in 2023/24 has a budget of £350k (net), with the four flagship centres costing £275k in total a year to run. In terms of the Authority's priorities, it is a 'limited' programme, but the fourth most expensive. There is a need to identify where efficiency savings can be made alongside evaluating effectiveness, when making any recommendations for the future.

b) Why do the issues matter?

2. Over the past 20 years, there has been a change in the way visitors plan their visit and how they find out information when they are in the National Park, as shown by the visitor survey (2022) results and comparison with previous years [here](#). An in-depth 'honeypot' site survey (2022) [here](#) also found a lot of variation between sites, particularly in relation to first time visitors, and information sources used. Visitors now have many ways to find out more beyond the traditional printed material, visitor centres or interpretation boards. With the Authority having limited resources, we needed to ensure they are used effectively to 'promote the understanding and enjoyment of the special qualities of the National Park'. The specific issues are:
 - A decline in number of visitors stepping into our National Park visitor centres. In 2011, approximately 500,000 visitors went into a visitor centre during their visit, in 2022 it was nearer 300,000. Depending on the site, the proportion of visitors going into the centre varies from 87% of visitors at Aysgarth Falls, to 38% at Malham. Across all sites, retail and browsing have become the most frequent reasons given by visitors for entering a National Park Visitor Centre. Few visitors (6%) go in just for information. Regardless of the reason for going into the centres, user satisfaction is consistently high. During the pandemic changes were made to the way staff, at National Park Visitor Centres, engage with visitors with staff and volunteers work outside the centres in the car park.
 - The number of unique visitors to our Yorkshire Dales National Park Authority website has increased annually to 2.1 million over the last 12 months, with unique users up 29% year on year and page views by 14%. The pace of change in social media over the last 12- months has been faster than anything in the last

decade. Social media is at the heart of communication and interaction with audiences and is the only channel for which audiences are growing. Printed material - leaflets and The *Visitor* continue to be published, but the increasing proportion of the population digitally active is significant and needs to be considered.

- There are 280 interpretation or information boards at points of interest around the National Park. When these boards come to the end of their useful life there is a very limited budget for replacement yet they provide information that helps increase understanding. Some also contain important safety messages, for example to increase awareness on-site about mine shafts, caves or swallow holes, and even been cited in a Court case. It is essential this information isn't overlooked in any future replacements.
3. During the pandemic the visitor demographic changed; with more diverse, younger visitors coming to the National Park. Improved signage and leaflets at 'visitor hubs' and 'meet and greet' volunteers to help orientation alongside roaming 'engagement' rangers' focused on managing visitor behaviour were put in place. With the exception of Malham, whose 'new' visitor demographic seen during the pandemic remains, elsewhere an older, less diverse, visitor profile has now returned. What should we be doing to engage more with a younger, diverse audience and help them understand and enjoy the National Park?

2. CURRENT PERFORMANCE

a) How is the service currently being delivered?

4. Our 'promoting understanding' information-based visitor services are currently delivered through:
- **Digital and print media** (Web pages: 'planning your visit' 'things to do' 'be inspired' on our website, www.yorkshiredales.org.uk. Print material: *Visitor*, and leaflets aimed at visitors, eg Swale Trail, Red Squirrels walk etc are produced through the Access and Engagement team with input from the Authority's Communications Team. Bespoke photography and videos are sourced and paid for on an individual programme basis. Design work is externally sourced, with graphic designers employed on a freelance basis. The 2023 print run of the *Visitor* magazine is 80k copies, with the cost of print and publication covered primarily by advertising, and rolled in with *Dales* newspaper. Rangers distribute to businesses around the National Park, with distribution further afield paid for and undertaken through a national distribution agency.
 - **National Park Visitor Centres** (Aysgarth Falls, Grassington, Malham and Hawes) based at key honeypot sites or villages, geographically spread around the National Park. Aysgarth Falls, Grassington, and Malham are open 10:00 to 17:00 seven days a week, April to October, and double staffed during this period. From November to March, these centres are open 10:00 to 16:00 weekend and school holidays only and predominantly single staffed during this period, so shut

for lunch. Hawes is open seven days a week 10:00 to 17:00 all year round (except January). Visitor centres have external signage window displays and a retail offer to entice visitors into their buildings. They also have interpretation displays (Grassington's awaited following refurbishment). The small budget available has to be supplemented by external funding. Staff are on-site (inside the centre or outside in the car park) to answer queries, supported by 'meet and greet' volunteers some of the time. Staff have 'Welcome All' training, which specifically looks at how to communicate effectively, improve accessibility, and gives guidance to meet the needs of people with a range of sensory, mobility and learning disabilities. Staff at Hawes have also had dementia awareness training.

- **National Park partnership centres** (Kirkby Lonsdale, Kirkby Stephen, Sedburgh, Reeth) community-run tourist information centres where the Authority gives a grant towards running costs, and in the case of Reeth and Kirkby Lonsdale also has a dedicated office space for Authority staff.
- **On-site interpretation and information boards** The Authority has employed an interpretation officer to tell the stories of the people and the Dales and work with programmes and communities on interpretive projects - each appropriate to the project's location, National Park messages and audience. Externally funded projects such as Dairy Days and Every Barn Tells a Story included exhibitions at Dales Countryside Museum, and events. However, a large number of interpretation projects have involved the production of outdoor interpretation panels around the National Park. Though alternative methods of interpretation and the development of more creative, innovative approaches are now preferred, many site based externally-funded projects usually include an onsite 'interpretation' board(s). Externally-funded multi-faceted schemes, such as the Westmorland Dales Landscape Partnership, commission at the outset, an interpretative strategy with the audience for each element identified, to ensure interpretation is audience-focused and appeals to a range of learning styles.
- **Seasonal Engagement Rangers** Two have been employed over the summer since the pandemic, to help with visitor management issues and respond quickly to any incidents. This has been appreciated by local communities. They have also supported the learning and engagement team and delivered pop-up events.

b) What are we *supposed* to be achieving (i.e. what are our current objectives, targets, standards etc)?

5. Our mission statement states:

*We strive to deliver high quality efficient and welcoming services...
We want to be widely recognised as a centre of expertise and excellence in
conservation and recreation policy and practice.*

6. Our core values underpin the way in which achieve our mission statement and deliver our services, these include:

Improvement we will continually strive to improve our performance in delivering National Park purposes.

7. There is no target or objective for 'Comms' *per se*, but the key 'standard' is retention of the Customer Excellence Award, which has been retained every year since 2010.
8. National Park Visitor Centres contribute to the achievement of our objective for tourism:

Improve the quality, variety and marketing of the tourism 'offer' to encourage more overnight stays and more visitors in the quieter months by 2024

c) What are we actually achieving?

9. In relation to our aim *to deliver high quality, efficient and welcoming services*, the Yorkshire Dales Visitor Survey (2022), shows the vast majority of visitors are very satisfied with their visit to the National Park, and satisfaction levels have increased year on year over the past 20 years. Aspects visitors enjoy relate to our special qualities, and in 2022 walking, the landscape and/or being by water, were most cited.
10. STEAM (Scarborough Tourism Economic Activity Model) data is used to estimate the number of overnight stays and the proportion at different times of the year. It gives an indication of trends rather than absolute numbers. Unfortunately, the pandemic has led to problems with the data, so it won't inform this review.
11. The survey data from the Visitor Survey (2022), helps understanding of visitors' access to information and the marketing of the area's 'tourism offer'. Forty-three percent (43%) of visitors had used, or were planning to use, Google maps as a source of information during their visit, 29% of visitors had talked to local people, 24% had used websites, 20% had used a National Park Visitor Centre and 17% had used brochures or leaflets from their accommodation, and 12% an App. Just under a quarter (22%) of respondents had not used and did not plan to use any sources of information during their visit. This is likely to be because they are repeat visitors with knowledge of the area already, but 9% of those on their first ever trip in 2022, had also not used, and were not planning to use, any sources of information. This compares to a third of day visitors during the pandemic, who arrived at their destination without any planning or information. The use of Google Maps may account for the particularly high number of first time visitors at Aysgarth and Malham Cove. These places usually come up on the first page if Yorkshire Dales is googled.

Website

12. The Authority's website www.yorkshiredales.org.uk is consistently #1 on Google for the search term 'Yorkshire Dales', reinforcing the National Park Authority website as **the** destination for Yorkshire Dales information. Across the family of UK National Parks (based on those that responded) our 2.1m unique users is excellent: 2.2m unique users were recorded at the Lake District National Park Authority, 1.6m at The South Downs, just under 1m at the Peak District and Eryri and 600k at Northumberland. (See **Appendix 1** for further information, including social media).

The Visitor

13. The *Visitor* is a free publication available throughout the National Park at accommodation, visitor attractions, cafes or pubs as well as the National Park Visitor Centres. The *Visitor* is especially valued because it includes the 'What's on' guide for the National Park. Satisfaction rates amongst those who responded to the *Visitor* incentivised sentiment survey are very high. This survey showed that the publication helped respondents to understand the special qualities of the National Park, prompted them to visit attractions or find out further information eg through our website (**Appendix 1** summarises relevant findings from the 2018, 2019, 2021 and 2022 surveys). In addition, the Design Agency, who maintain the relationship with advertisers on the Authority's behalf, consider *The Visitor* a highly popular and effective publication that:

'carries prestige, is trusted and always packed with lots of interesting material. After over 40 years, the annual demand (within this digitally growing world) for this printed item continues to remain high (approximately 1 in 60 visitors), due to its excellent reputation and uncompromised quality'.

National Park Visitor Centres (NPVCs)

14. These provide a welcoming face to face service for all visitors regardless of background or characteristics, and have an important role in promoting understanding and enjoyment of the special qualities of the National Park to everyone, but particularly those who may struggle with online or printed material. While 31% of visitors used a NPVC during their visit in 2008, compared to 20% in 2022, that's still 1 in 5 visitors, while satisfaction ratings continue to be very high (Visitor Hub Survey 2022). This survey also found that NPVCs have additional roles including: a ranger base and place for residents to contact the Ranger Service, a networked tourist information centre with informative displays, a visible presence to emphasise the National Park. They provide a reminder that this area is special and 'different', staff provide help and advice, explaining why the National Park is here and how to enjoy its many special qualities. Google and TripAdvisor reviews (**Table 1**) show satisfaction rates are high.

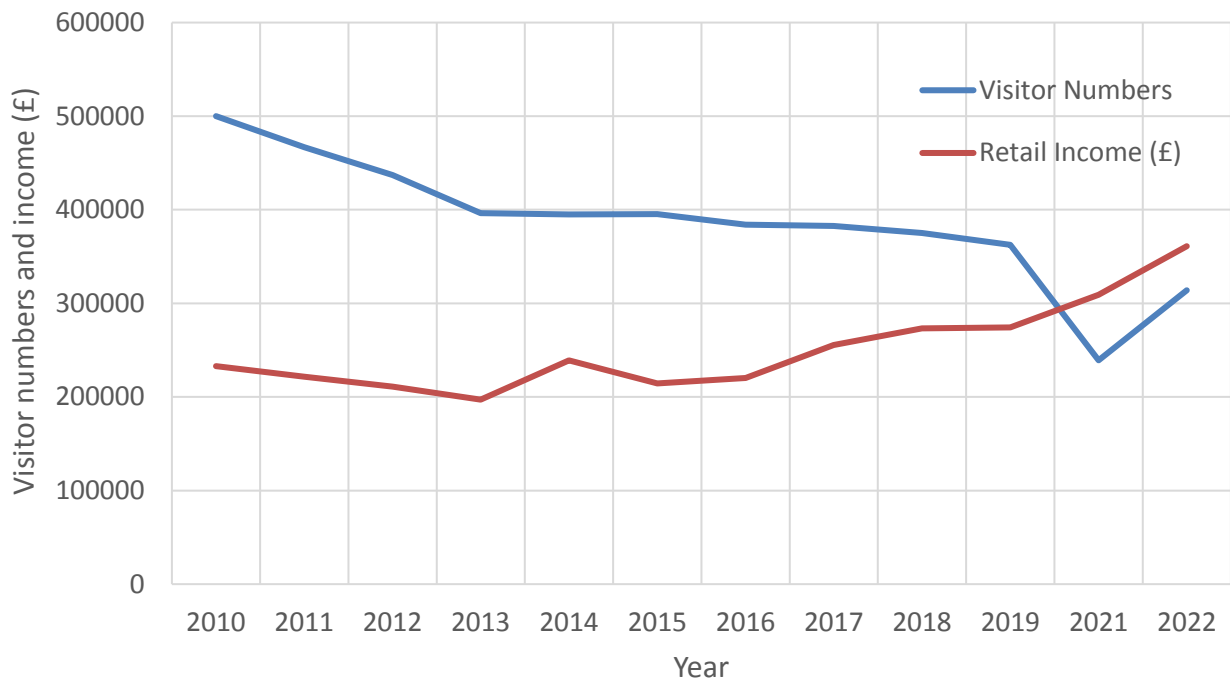
Table 1: Review scores for the National Park Visitor Centres (2019-2023)

Visitor Centre	Google Reviews		TripAdvisor	
	Average Stars	Number of Reviews	Average Stars	Number of Reviews
Aysgarth Falls National Park Visitor Centre	4.7	5,700	4.5	2027*
Hawes National Park Visitor Centre	4.5	406	4.0	343*
Grassington National Park Visitor Centre	4.6	1,800	4.5	129
Malham National Park Visitor Centre	4.8	2,600	4.5	128

* some reviews did not always relate only to the NPVC, (ie Aysgarth Falls may also include the café and the Falls themselves, Hawes could relate to the Visitor Centre and Museum)

- Visitor numbers for all four National Park Visitor Centres continue a downward trend year on year, but retail sales and gross income continue to rise (see **Figure 1**).

Figure 1: Visitor numbers and retail gross income (all National Park Visitor Centres)



- There is a significant difference in the proportion of visitors at each site stepping into the National Park Visitor Centre from 87% at Aysgarth Falls to 35% at Malham. Yet these sites have much in common: both are iconic National Park landscape features that attract a particularly high proportion of first time visitors, and both sites have other car parks nearby, so visitors do not automatically pass the door. Currently, Malham appears a missed opportunity as the site attracts a younger more diverse audience, with whom we want to engage.

Partnership Centres

- National Park Partnership centres provide information and displays about the National Park, particular important in Cumbria where there is not a 'flagship' NPVC. The Authority pays a fixed all-inclusive annual sum as part of these partnership arrangements, which helps with running costs. They orientate visitors and extend National Park messages in these areas.

Interpretation and information

- Until recently 'interpretation' - telling the stories of the special qualities of the Dales, has been through on-site interpretation boards, often installed as part of an externally funded project. There are now 280 around the National Park. Some have been in-

situ for over 20 years and are looking tired. The content of the in-situ boards varies according to location and messaging – some eg at the Hoffman Kiln provide an informative trail while others eg Clapham Car Park map board also have important safety messages about the area.

19. At the start of the pandemic in 2020, many younger first time visitors came to the National Park without planning their visit. To help meet this immediate need, free leaflets were given out with a walk drawn on a map with National Park messages. New on-site map boards, with a map providing the same clear information that also corresponds with colour coded walk way markers, on the ground, have been installed at Malham, Grassington, Hawes, Clapham, Linton and Aysgarth Falls. The Visitor Hub Survey (2022) shows over two thirds of visitors of all ages use the information boards at these key sites. The proportion of visitors using the free leaflet which included the way marked walk varied across sites (Aysgarth 30%, Grassington 16% Hawes 32%, and Malham 21%). Amongst those who had used the leaflet and/or board, satisfaction levels were high with at least 85% satisfied or very satisfied with their experience across all sites.
20. In addition, a selection of suggested walks around the National Park were put on our website also with downloadable maps. Some of these walks are now available through a new free National Park walking app, which is currently installed on over 35,000 smartphones. The 2022 Visitor Hub Survey shows these were well received, and significantly the free map leaflets have not ended up as litter, so have clearly been taken away for further use. The site walk leaflets have been refined further and now include seasonal messaging, to encourage responsible behaviour, and a QR code to link to our website and find out more about the area.

Engagement Rangers

21. To help during the 2021 pandemic, two seasonal engagement rangers were employed in temporary posts from mid- July through to end of October. These posts have been a success because their focus is only engagement and liaison - so they have increased flexibility to respond to issues as they arise. Having two posts meant all weekdays and weekends were covered through August. In addition, their presence at out of the way car parks such as Buckden, increased car park ticket compliance. Two seasonal rangers have also been employed in 2022 and 2023. Their log for 2023 shows a decrease in number of engagements and incidents, with litter picking the main activity this year, largely down to the wet summer. Experience shows that any warm dry spell brings visitors out and can lead to unforeseen visitor management incidents. However, it's important not to dismiss the value of this activity because the engagement rangers are out and about engaging with visitors, and their visibility sends a strong message to local communities and visitors alike.

d) How much is it costing?

22. The Authority's direct costs are shown in **Table 2** below:

Table 2 Breakdown of cost for visitor services (information)

What we are doing	Cost	Breakdown	Staff resource
Visitor pages of the YDNPA website and social media	£12k £2k £5k £42k	Website App Photography and video Staff time	1 fte (website, intranet, apps and social media)
Visitor newspaper	£9k £3k £17k	Printing & Design (with <i>Dales</i>) National distribution Staff time	0.4 fte (various posts including officer time writing articles and Ranger time - local distribution only)
National Park Visitors Centres (see Appendix 2 for full breakdown)	£70k £67 £72k £67k £15k	Aysgarth Falls Grassington Hawes Malham Displays divided across all centres (included in centre costs above)	10.2 fte across all four sites (included in individual centre running costs)
Partnership centres	£30k	Reeth, Kirkby Lonsdale (£10k each with office) Sedbergh, Kirkby Stephen (£5k each)	minimal
Interpretation* and information	£5k -	On-site board replacements Staff time (vacant post £38k a year)	0.9 fte (dedicated vacant post) Communication Manager/ Head of Access and Engagement
Leaflets and printed material	£3k £4k £10k £8k	Free walk map reprints Leaflet reprints Graphic design Staff time	0.2 fte (various posts)
Seasonal engagement rangers	£7k	Two temporary posts	2 x July to Sept only Staff management

* does not include externally funded projects/ programmes eg Westmorland Dales scheme

3. THE EVALUATION

a) How do our current costs and performance compare to other bodies (NPAs and/or other bodies providing the same type of service)?

23. **Appendices 3 (a) and (b)** give the current resource allocation of other National Park Authorities for visitor centres, website, interpretation and graphic design. It must be noted that it is difficult to provide a meaningful comparison of visitor service costs, especially for Visitor Centres, because different National Park Authorities account for costs and income in different ways. **Appendix 3 (a)** is presented with a very significant health warning – most significantly some National Parks include car park income in their running costs, hours of opening also vary which impacts on staff costs etc. The average running cost for a Visitor Centre (for simplistic comparison purposes) has been worked out at £73k, the Authority's equivalent figure is £64k (NB this is different from **Table 2** and **Appendix 2**, because the display element has been taken out for comparison only). When visitor numbers to the Visitor Centres are taken into account, the average cost per visitor, across all National Parks, is 38p. The Authority's cost per visitor, at 21p, is the third lowest, after the Lake District and Peak District who have a great number of visitors.
24. In terms of performance this is also difficult to make any effective comparison. Fundamentally, National Park Authorities no longer collect a 'promoting understanding' performance indicator to aid comparison. While visitor numbers to the visitor centres are shown in **Appendix 3 (a)**, this too is collected in different ways. The Authority uses counters on the doors of its visitor centres, while some National Park Authorities count vehicle numbers and car occupancy rates at the site, which if this was to be the data used by the Yorkshire Dales National Park Authority, would give a very different picture.
25. For other aspects of this review eg on-site interpretation and printed material, evaluation is even more problematic. Some National Park Authorities' employ a graphic designer, but no interpretation officer, while some have neither with these functions split between a number of officers.
26. Comparisons for website and social media platforms is easier. With just under 2.1m unique users recorded on the Yorkshire Dales National Park Authority website over the last 12 months, we have the second most viewed website after the Lake District's 2.2m unique users. This is a significant achievement given the Lake District National Park has approximately four times more visitors 'on the ground'. To help further evaluation, the review group has suggested that a 'satisfaction' survey be added on the website, to allow assessment of user experience in future.
27. The Authority's social media has recently been reviewed by an experienced public sector communications specialist, Dan Slee. This review looked at audiences, channel performance, and approach to content creation and delivery. His findings were that the Authority's social media channels were well maintained and at times reach a nationally significant standard: 'Even the more routine content exceeds the standard others aspire to'. In addition, the Authority's Facebook page 'sets a standard not just for National Parks in the UK, but also for the public sector' and that engagement rates exceed the industry marker for a good standard. The Authority's Instagram is 'gold standard and surpassing expectations with twice the engagement

rate of a successful account'. This is important with just under 300,000 followers across our platforms, the majority of whom will be current or prospective visitors.

28. The video sharing platform TikTok is used by a third of UK people, particularly young people aged 16-24 and while the Authority is making baby steps in terms of its presence on the platform, TikTok provides a useful way to reach visitors under 50 years old. There is already extensive use of the #YorkshireDales by other content creators, which means it's their voice that's being heard over ours.
29. Dan Slee's report makes a number of recommendations based on the increasing importance of video, it notes the Authority is starting to use video well, and that we should expand the use of video. The increasing prioritisation of video within social media algorithms and the popularity of video content amongst younger audiences, highlighted in the Social Media Report, indicates an increasing need for the Authority to invest additional resource into the creation of in-house video content to achieve effective engagement with our second statutory purpose.
30. There is no easy way to compare current costs and performance of printed material, interpretation boards and engagement rangers with other organisations. With the budgets involved small, this aspect has not been considered further.

b) Are the current objectives realistic given the current priority of the programme and any funding decisions already taken?

31. The Authority's comms service (including website, interpretation and printed material) is part of Corporate Services and so is not part of the prioritisation process. All Corporate costs are expected to be kept to a minimum.
32. There are no specific objectives for the *Visitor*. In 2022, a decision was taken to reduce the 2023 print run from 120,000 to 80,000, prompted by increasing print costs and high levels of wastage to. In early 2024, on receipt of a distribution report from Take One Media, a decision on the print run for 2024 will be taken and whether 80,000 is the optimal number required based on whether there is a need to print additional copies (we run out) and whether there is any wastage, and to what extent.
33. National Park Visitor Centres are 'a limited' programme, and their running costs (staffing, and property) were cut extensively in 2011. This included moving to 'just in time ordering' to remove the need for a warehouse with associated costs. Opening times were also reduced, reducing some shift lengths along with an increase in 'single staffing', at the time put forward following discussion with staff. NPVCs contribute to the Authority's objective for tourism – but indirectly since they are used by visitors who are already here. National Park Visitor Centres continue to meet retail income targets to off-set their running costs.
34. The current objectives for Visitor Services covered by this review, are broad and based on our statutory purposes only.

c) What are the potential options for alternative ways of delivering the service to improve value for money - given the current priority of the programme and any funding decisions already taken?

Website

35. The review team are not aware of alternative (cheaper) ways of running the website, it is managed mainly by one full-time-equivalent post. A tender process for the hosting and technical support of the Authority's digital estate (websites) will take place in early 2024, to ensure we are getting the best service and value for money. In addition, to help our digital visitor services engage with a younger, more diverse audience, we believe more resources should be made available for video content – to keep it fresh, as outlined above.

The Visitor

36. While the *Visitor* is available online, it is valued for being a hard copy publication, that can be readily 'picked up' in and around the National Park. Whether there could be more cost-efficient ways of producing *Visitor*, specifically looking at print costs has been explored. Following consultation with our Design Agency and Printer, we do not believe we can reduce the paperweight (the current paper is recycled and from sustainable sources). Subsequently *Visitor*, as it is currently produced, is at the minimum paper weight we would want. It balances possibility of print bleed through with overall quality.

National Park Visitor Centres

37. There are few further options to make savings and continue to run the NPVCs as they are now. In recent years the buildings have been made as energy efficient as possible, and staffing levels cut. Based on our experience of recruiting specific 'meet and greet' volunteers, increasing use of volunteers would be a difficult option - new and existing volunteers were asked to fill a rota across our three main sites for a six-month period with limited success. (Out of 53 who volunteered and were trained, 36 volunteers did at least one volunteering duty. However, only 5 volunteers did 10 duties or more, and these were mainly at Malham and Aysgarth Falls, with a very limited number at Grassington).
38. Since 2020, centre staff and volunteers have engaged with visitors around the site; according to weather, need and staffing (recognising it can be difficult when single staffed). It has proved a very efficient and effective way of engaging with people to help them get the most out of their visit. It has highlighted the passive nature of our pre-Coronavirus model; where visitors were expected to make the first move into the centre, where staff remained – waiting for them. The retail offer was a means to entice people in, (as well as providing a memento of the visit to the National Park). This new approach has raised a question over the need for the retail aspect of the service, but the income it brings in (see **Appendix 4** option 2) is significant and offsets some of the running costs. Various other scenarios are shown in **Appendix 4** with associated savings that could be made. An option that should be explored in 2024/25 is how to make the best use of the Grassington site - considering both

savings on building running costs and/or income generation. There should be a full impact assessment and cost benefit analysis of any proposal(s) put forward.

39. Another aspect that needs to be considered is how to increase the number of visitors stepping into Malham National Park Visitor Centre. Based on experience gained from changing the entrance configuration at Grassington and Aysgarth Falls, it is suggested the building needs to be re-configured. It is believed that visitors walk past because the Malham Centre does not look inviting, mainly because it has no obvious entrance.
40. A further aspect for consideration is whether the NPVCs could move to card only with no cash payments (as was the case during the pandemic). Costs of cash collection don't feature in this review, because they are covered by the 'car parks' programme. Cash collection fees from the car park ticket machines, is considerable, so for car parking we are looking at card only payments. This will have a knock on effect for the Authority's cash collection contract which already appears unsustainable, as no banks are nearby. Based on 2022/23 cash worth £135,000 was collected over the year from the NPVCs.

Interpretation and Information

41. The review group has looked at other National Park Authorities' staffing levels (**Appendix 3b**) as well as the advantages and dis-benefits of having an in-house graphic designer and/or Interpretation Officer. Using external graphic designers allows more flexibility of approach, with styles changed more easily, it is also cheaper, but a somewhat slower service (as quotes have to be sought). Similarly, it was felt that commissioning interpretation on a project by project basis, rather than having a dedicated individual also gave more flexibility and a saving in staff costs could be made here in the future (it is significant that most National Park Authorities do not have an Interpretation Officer). However, a 'framework' for future commissions is required including the following:
 - Produce an audit of existing interpretation across the National Park – panels, visitor centres, leaflets, and website content and evaluate its current impact on the visitor experience;
 - Identify interpretation /information panels/leaflets that contain a visitor management/safety message;
 - Produce an evaluation of the impact of existing interpretation against National Park priorities (promoting understanding and influencing visitor behaviour)
 - Investigate new methods of interpretation for the National Park and funding opportunities for these;
 - Develop and write a park-wide interpretation strategy for consistent, high quality interpretation across both physical and digital media from home to site, giving the best possible visitor experience.
 - Develop a best practice guide/policies which can be used to support externally funded interpretation projects and schemes eg Three Counties. With a particular focus on how we can ensure our interpretive content fits a wide audience – accessibility, language etc.

Seasonal engagement rangers

42. Issues around visitor engagement, littering and indiscriminate parking can only be dealt with by having staff or volunteers on site to deal directly with them. Having Seasonal Engagement Rangers to deploy, as needed, has been very effective. However, with fewer incidents during 2023 and a return to the pre-pandemic visitor profile the need for these posts has been examined. Their ability to engage with visitors and respond to incidents, even if weather dependent and the strong community support, means on balance the review group wish to see these retained.

d) Are there any other options (e.g. ending the service, reducing quality etc)?

43. With the exception of the website, any or all of the services could be ended. However, it is significant that visitors are using a mix of face to face, printed and digital material, alongside a Google search before and during their visit to the National Park. So ending the availability of any element of face to face contact, onsite information, and/or printed material, would have a negative impact on National Park visitors' understanding and enjoyment of the area. This is illustrated through the high demand for the free leaflets with key messages and a short introductory walk from our National Park Visitor Centre car parks. This highlights the difficulty of some of the political decisions the Authority may have to take given fewer resources.
44. There are options to stop or reduce the services offered through the NPVCs, as shown in **Appendix 4**. (NB Dales Countryside Museum and therefore the Hawes NPVC as 'front of house for the museum, are outside the scope of this review but they are subject to the same issues of falling visitor numbers). Experience shows **any** suggested changes to NPVCs is contentious. The scale of any future budget deficit has yet to be confirmed, and so other than highlighting the options and the importance of the service, the review group did not think it appropriate to say which options (if any) should be pursued at this time. By the same token, the review group did not want the grants to the four partnerships centres removed either, though this remains an option for the Authority.
45. The review group identified that at Grassington, the Authority has a unique situation where in addition to the car park and the Visitor Centre there are adjacent office and wider estate buildings. With changes in recent years including the profile and activity of visitors, merchandising and opportunities for interpretation and working practice of staff, there is an opportunity for a review of options, on how to maximise benefit and value from our combined assets.
46. Having Seasonal Engagement Rangers to deploy, as needed, has been very effective. However, these posts could reduce or cease, with issues being dealt with by the permanent ranger team.

4. FUTURE ACTION

a) Recommended action plan

Issue	Action	When	Who
Website	Introduce a 'did you find what you are looking for survey' on the Authority's website	December 2023	Communication Manager
	Look at how to improve user navigation, through the site as it isn't intuitive and because improved navigation will help keep people within the website for longer	December 2023	Communication Manager
	Invest additional resource into the creation of in-house video content to promote understanding and enjoyment of the National Park special qualities, particularly amongst younger audiences.	March 2024	F&R Committee
	Investigate the feasibility, cost, and ongoing maintenance required for an interactive 'virtual' visitor centre and accessibility hub, to help visitors get more out of their visit, to decide whether to provide this service.	March 2025	Communications Manager / Head of Access and Engagement / Head of Visitor Services
The Visitor	Add 'what's on guide' strapline to the front cover.	March 2024	Communications Officer
	Move the magazine's survey online for ease of completion and analysis, with a QR code - pointing to the online survey - and the incentive and call to action remaining within the Visitor magazine.	March 2024	Communications Officer
National Park Visitor Centres	Undertake a full detailed review (including impact assessment and cost benefit analysis) of all options for maximising value from the Authority's combined assets at Grassington – visitor centre, Colvend and its	December 2024	Director of Park Services

	associated buildings, and the car-park.		
	Consider the impact of card only payments, alongside alternative options for cash collection.	June 2024	Head of Visitor Services
	All NPVC staff to undertake 'welcome all' diversity training	June 2024	Head of Visitor Services
	Continue to explore external sources of funding for renewal of interpretative displays in the NPVCs	Ongoing	Head of Visitor Services
National Park Partnership Centres	Continue to pay an annual grant to the four partnership centres.	March 2024	Director of Park Services
Interpretation and Information	Undertake an audit of existing interpretation across the National Park	June 2024	Head of Access and Engagement
	Identify interpretation /information panels/leaflets that contain a visitor management/safety message, so this is not missed in any future iterations	June 2024	Head of Access and Engagement
	Develop and write a park-wide interpretation strategy, and a best practice guide/policies which provides a framework for future commissioning of interpretation, and helps signpost visitors to a deeper understanding of the National Park.	September 2024	Head of Access and Engagement
	Rather than employ an interpretation officer commission interpretation schemes in the future.	Ongoing	Communications Manager / Head of Access and Engagement
Seasonal Engagement Rangers	Continue to employ seasonal rangers to engage with visitors and ensure capacity to react to visitor management incidents when they arise.	Ongoing	Head of Park Management

b) Future funding/resourcing implications

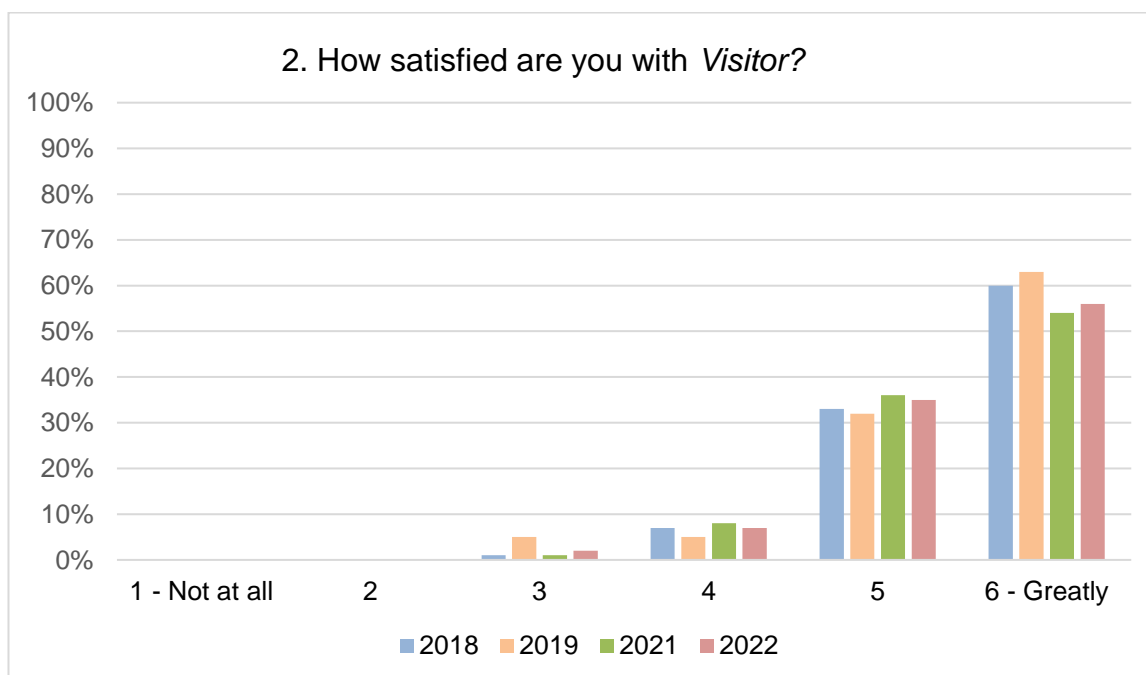
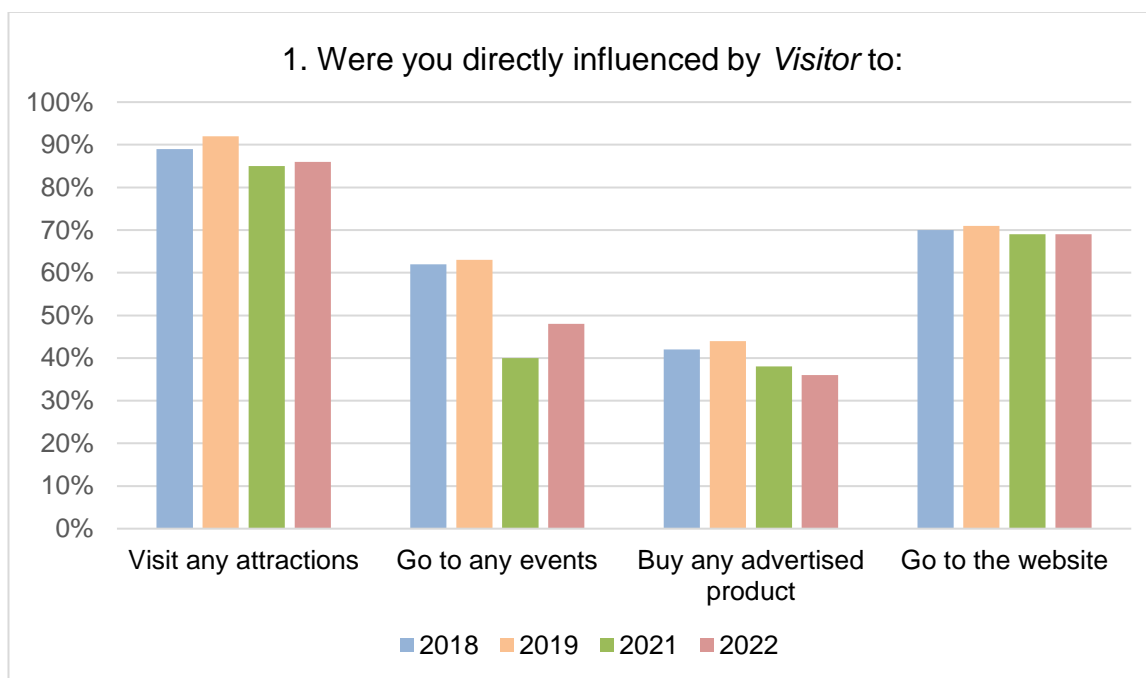
47. There is a one-off capital cost of £15k proposed for 2023/24 (off-set by the in-year saving on salary costs). A further £30k a year revenue cost is proposed for securing additional staff resource to support video content. From 2024/25, there are annual savings on salaries of £60k a year (Interpretation officer and Hudson House salary costs). It is hoped that external funding can be sourced eg BMW fund, to help pay towards the virtual Visitor Centre/Accessibility hub if the assessment on cost and ongoing maintenance make this a viable option.
48. Based on this analysis (using 2023/24 costs) the proposals contained within this report will reduce the 2024/25 projected deficit, and are within the indicative budget agreed in March 2023. Further savings could be made based on **Appendix 4** if required.

c) Timetable for implementation

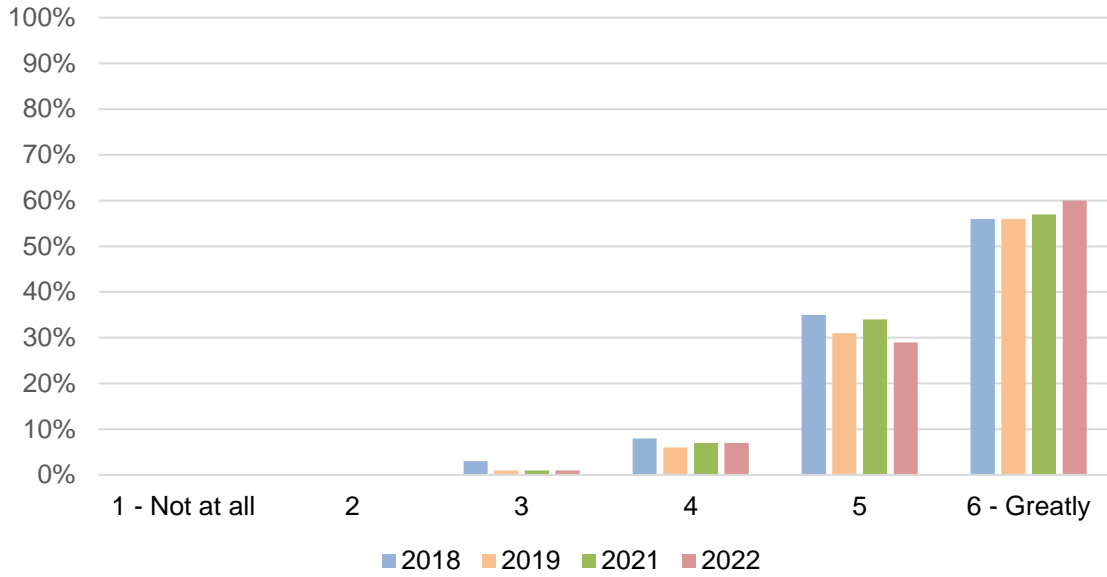
49. The reduction in staffing levels, outlined above takes effect immediately ie during 2023/24 because the posts are vacant currently. Subject to the views of the Audit and Review Committee, and resources being allocated by the Finance and Resource Committee all of the actions identified could be completed by the end of March 2025.

1. Visitor

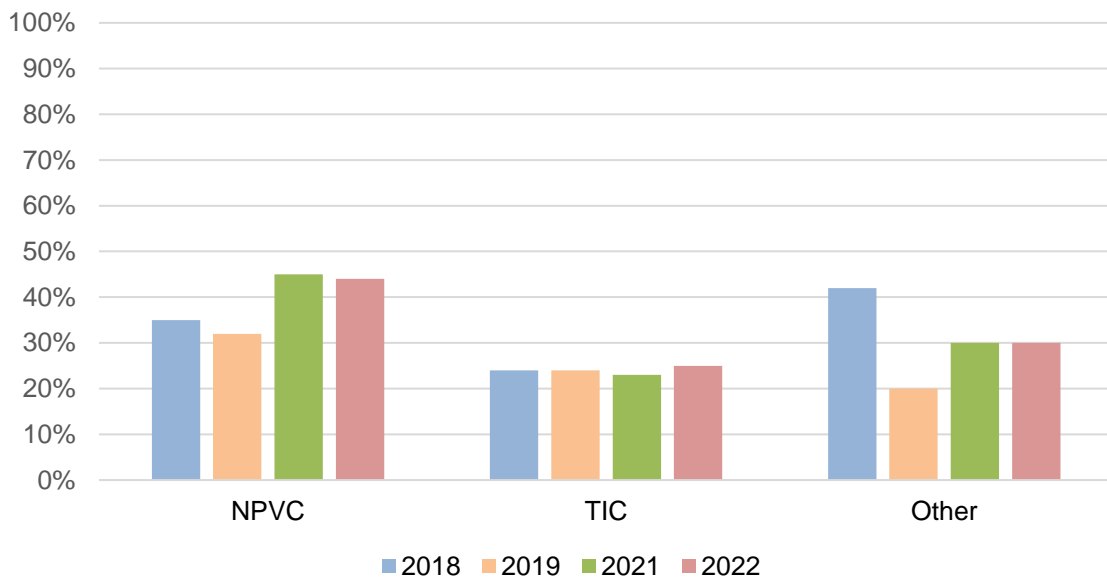
1.1. For the purpose of evaluating the effectiveness of *Visitor* for this review we have summarised relevant findings from the 2018, 2019, 2021 and 2022 *Visitor* survey. These are as follows:



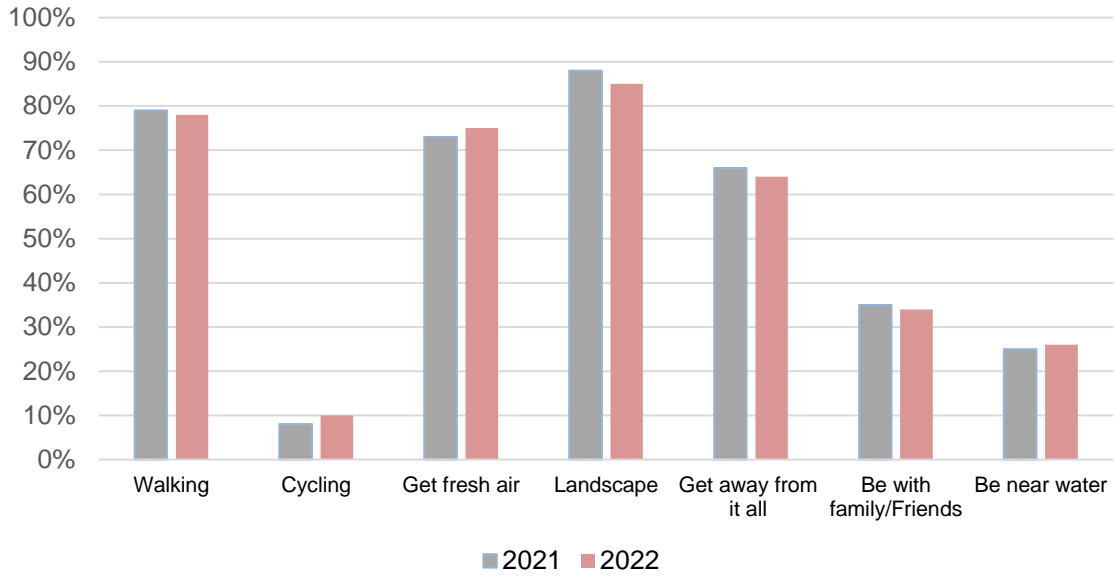
3. How well did *Visitor* show what's special about the NP?



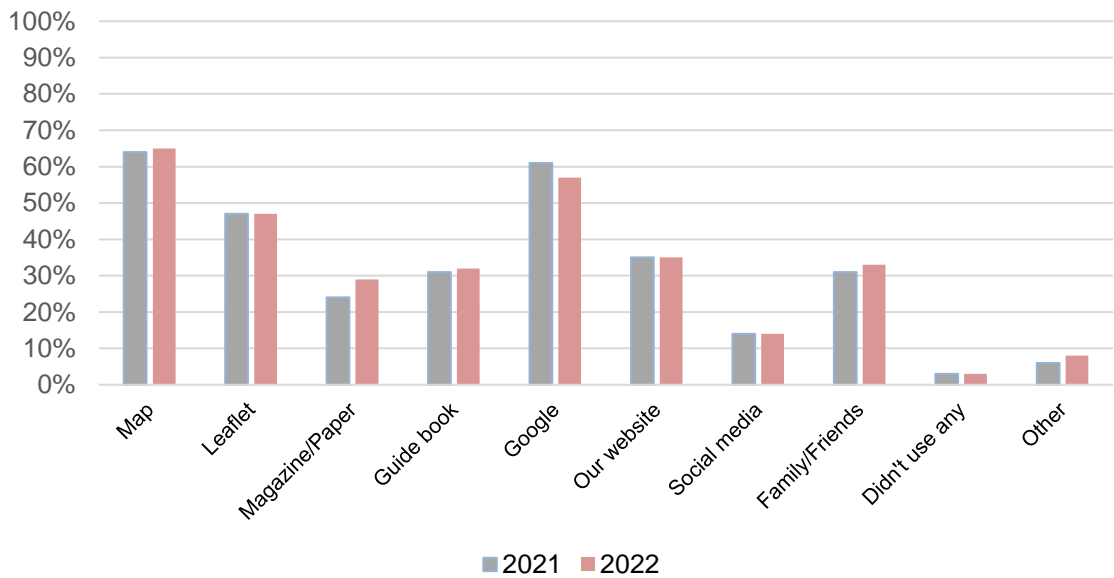
4. Where did you obtain your copy of *Visitor*?



5. What is your motivation for visiting the National Park?

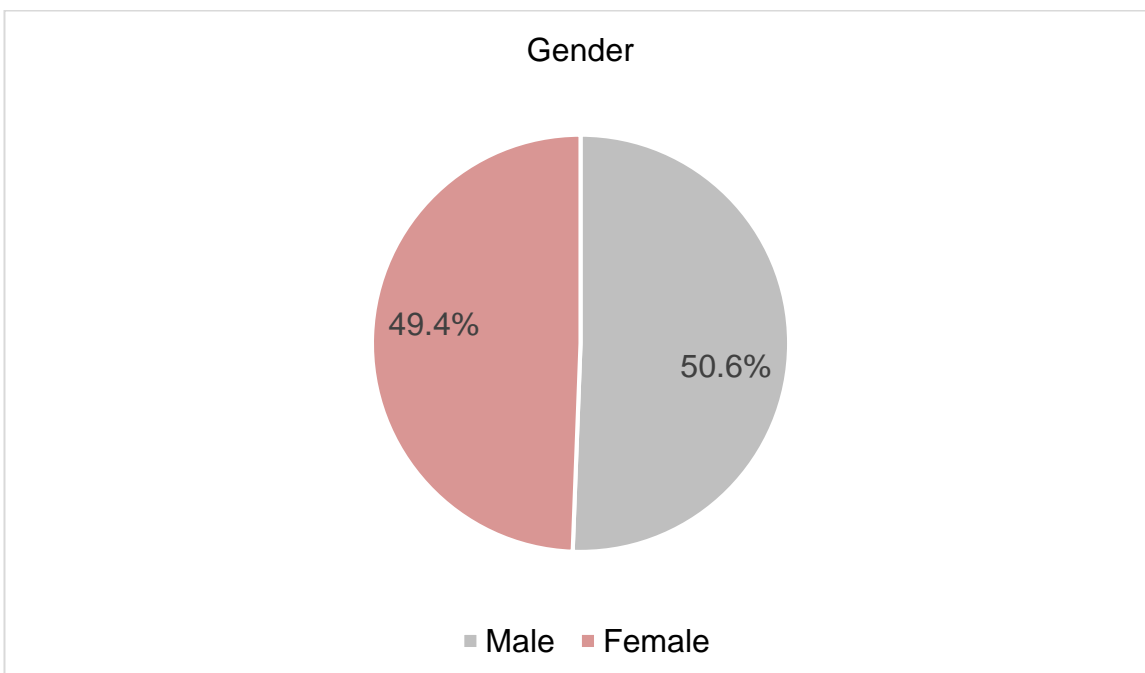
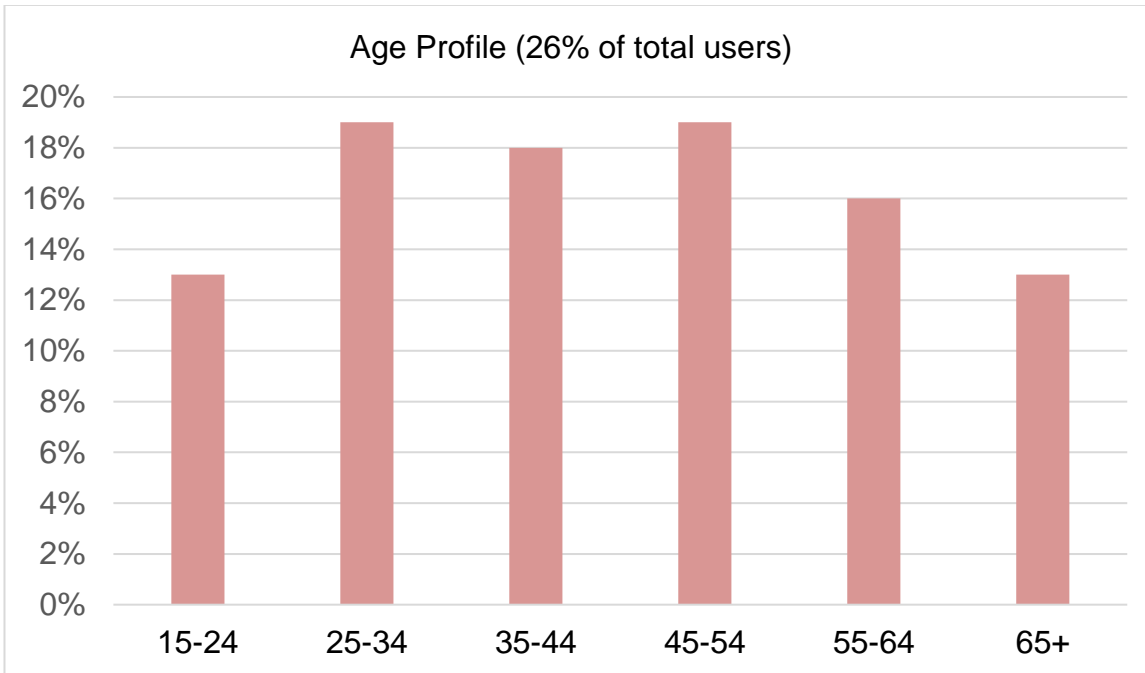


6. Where else do you source information about the NP?

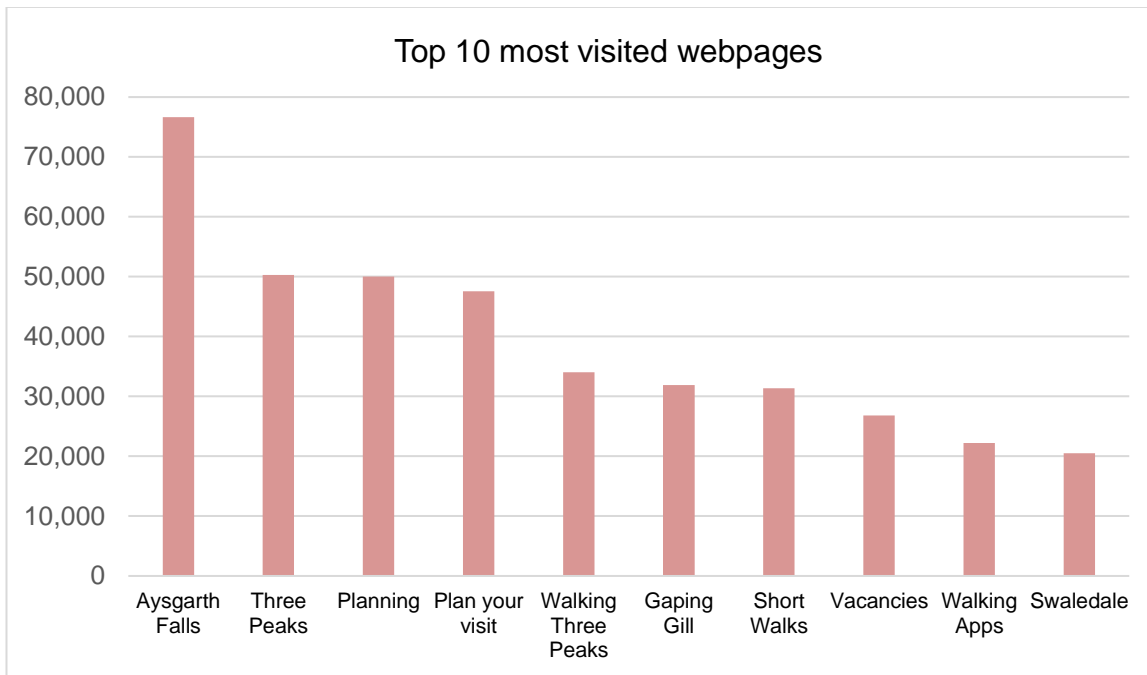


2 Website

2.1 Just over 1m users arrived on our website through their mobile phone, 876k on their desktop and 113k on their tablet. Where demographic and gender data could be extrapolated from the user's profile, this broken down as follows.



2.2 The top 10 most visited pages over the last 12 months are (excl. homepage):

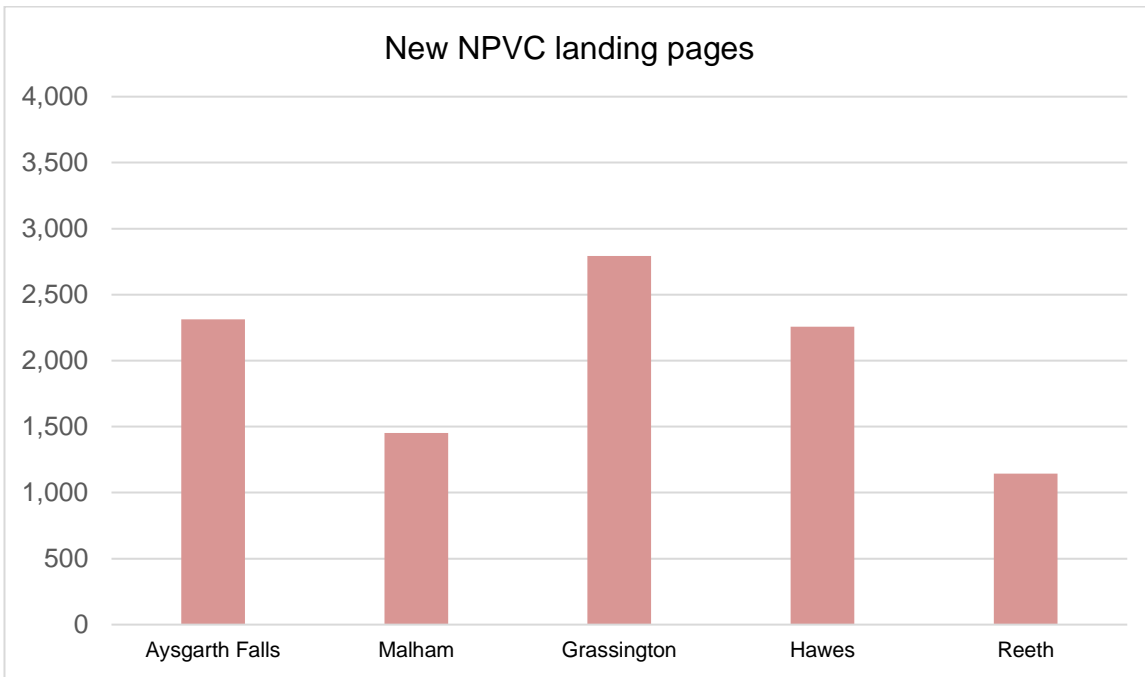


2.3 Looking at National Park Visitor Centre pages:

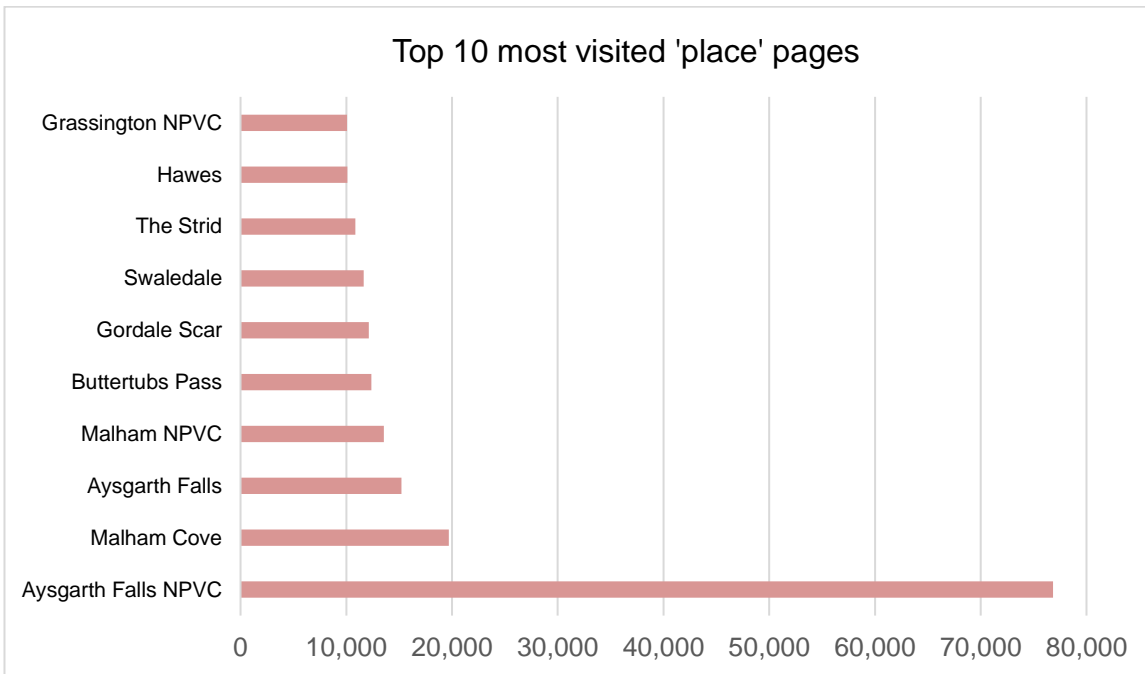
Pages	Page Views	Year on Year
Aysgarth Falls NPVC	76,672	+52%
Malham NPVC	13,561	+19%
Grassington NPVC	10,059	+26%
Hawes NPVC	7,741	+66%
Reeth NPVC	1,859	+43%

2.4 Aysgarth Falls National Park Visitor Centre page is performing particularly strongly and has seen excellent y-o-y growth.

2.5 Looking at National Park Visitor Centre landing pages, new landing pages went live in spring 2023 and which discoverable via a trackable QR code and through Google search.



2.6 Finally, looking at National Park 'Places' the top 10 'place' pages are:



3. Social Media

3.1 We maintain a social media dashboard to track following, weekly reach and weekly engagement. Comparative data is available for followers of other National Park Authority accounts. We track the main social media platforms of Facebook, Twitter and Instagram (below), also our YouTube, TikTok, Threads and LinkedIn.

August 2023	Total	Facebook	Twitter	Instagram
Yorkshire Dales	259,923	59,800	76,043	124,080
Lake District	158,733	51,400	63,645	43,688
Peak District	144,298	56,100	51,091	37,107
North York Moors	132,599	37,600	31,919	63,080
Loch Lomond	105,148	49,300	34,082	21,766
New Forest	82,704	44,800	16,952	20,952
Dartmoor	77,527	25,200	24,159	28,168
South Downs	75,299	27,500	23,677	24,122
Northumberland	71,336	31,400	18,656	21,280
National Parks UK	68,283	14,500	43,826	9,957
Bannau Brycheiniog	70,808	42,900	17,010	10,898
Eryri	56,663	25,000	23,385	8,278
Cairngorms	52,590	22,800	14,648	15,142
Pembrokeshire	48,143	20,100	20,291	7,752
Exmoor	38,543	17,100	13,378	8,065
Broads	17,499	4,500	8,785	4,214

3.2 Meta recently launched a new social media platform called Threads. We see the value of being on this platform as an alternative to X, formerly known as Twitter, so have had a presence since launch. We are building a steady following of over 13k individuals, albeit with the majority of these being existing Instagram followers, compared to 6k at the North York Moors who launched on the platform at the same time as us

3.3 We track weekly reach/impressions (the number of unique users who see a post). And through analytics aim to understand why peaks and troughs occur. We normally reach between 700k to 1m people a week. Example table below.

August 2023	Total Reach	Facebook	Twitter	Instagram
14 August	1,037,201	480,887	98,400	457,914
21 August	1,265,802	721,295	102,400	442,107
28 August	1,291,926	609,489	191,800	490,637
4 September	1,500,588	934,101	101,600	464,887

3.4 We track weekly engagement (the number of people who like, comment or share a post). Again, through analytics aim to understand why peaks and troughs occur. We normally engage between 50k and 60k people a week eg table below.

August 2023	Total Engagement	Facebook	Twitter	Instagram
14 August	58,480	26,930	3,043	28,507
21 August	69,723	35,765	3,011	30,947
28 August	61,013	28,282	2,570	30,161
4 September	59,403	30,298	1,918	27,187

4. Apps

4.1 In early 2021 we launched two GPS enabled walking apps. The free Yorkshire Dales walking app has 35 different walks on it for all ages and abilities, the Three Peaks app is £2.49 with proceeds going to the Three Peaks Project. This app is focused on the Three Peaks challenge route and individual three peak routes. Performance has been strong, as has the average app store rating of 4.9/5.0

August 2023	Walking App Total Installs	Three Peaks App Total Installs
14 August	31,245	3,669
21 August	31,891	3,777
28 August	32,504	3,853
4 September	32,928	3,985

5. Google

5.1 We own the Google listings for each of our National Park Visitor Centre's and DCM, allowing us monitor and moderate reviews left by visitors. We reply to poor reviews and challenge inaccuracies. In terms of the reviews that have been left, we generally perform very well.

Site	Rating out of 5.0	Number of Reviews
Aysgarth Falls National Park Visitor Centre	4.7	5,463
Dales Countryside Museum	4.4	939
Hawes National Park Visitor Centre	4.5	391
Malham National Park Visitor Centre	4.8	2,562
Yorkshire Dales National Park	4.8	10,918
Grassington National Park Visitor Centre	4.6	1,690
Reeth National Park Visitor Centre	4.7	123

National Park Visitor Centres - indicative costs

	Aysgarth	Grassington	Hawes	Malham	Total
Building running costs (2023/24)					
Cleaning	£5,300	£5,300		£5,300	£15,900
Waste Collection	£900	£300		£1,000	£2,200
Electricity	£20,253	£9,748		£14,833	£44,834
Rates (currently awarded temporary 75% Gov discount for retail/hospitality businesses)	£1,985	£1,406		£970	£4,361
Water	£900	£400			£1,300
Materials	£150	£450		£300	£900
Catering	£100	£124		£120	£344
Uniforms	£625	£625	£625	£625	£2,500
Service agreements				£125	£125
NPVC display stands, Interpretation	£3,750	£3,750	£3,750	£3,750	£15,000
Premises maintenance	£1,666	£1,666		£1,766	£5,098
Total building costs	£35,629	£23,769	£4,375	£28,789	£92,562
Other income (2022/23)					
Rent Café	-£8,160				
Contribution to operating costs	-£1,910				
Café Recharge Waste Electricity	-£5,710				
Premises Income	-£15,780				-£15,780
Staff Costs (2023/24)					
Information Advisors 7.2 fte	£49,451	£48,216	£59,085	£44,977	£201,729
Centre Managers 2 fte total (Ays .5fte , Grass .6fte, Hawes .5 .5fte, Mal .4fte)	£20,787	£23,223	£19,098	£14,063	£77,171
Retail support Officer 1fte divided between 4 x NPVCs	£8,068	£8,068	£8,068	£8,068	£32,272
Casual Relief cover divided between 4 x NPVCs	£9,995	£9,995	£9,995	£9,995	£39,980
Total Staff Costs	£88,301	£89,502	£96,246	£77,103	£351,152

Retail (2022/23)					
Retail overheads (including Stockade Software Licence, Sagepay Online shop)	£2,500	£2,500	£2,500	£2,500	£10,000
cost of retail goods purchased	£45,500	£67,500	£35,500	£49,500	£198,000
Income from goods sold	-£86,409	-£116,219	-£67,061	-£91,342	-£361,031
Retail net income (profit margin @44%)	-£38,409	-£46,219	-£29,061	-£39,342	-£153,031
Net cost of each NPVC and service overall	£69,741	£67,052	£71,560	£66,550	£274,903
Evaluation	Aysgarth	Grassington	Hawes	Malham	Total
Visitor Numbers (2022-2023)	76,846	102,355	51,326	73,941	304,468
Net profit on goods sold (profit margin @44%)	-£40,909	-£48,719	-£31,561	-£41,842	-£163,031
Retail Income - turnover	-£86,410	-£116,219	-£67,061	-£91,342	-£361,032
Average spend per visitor	-1.12	-1.14	-1.31	-1.24	-1.19

(a) Comparison of National Park Authority Visitor Centres - Utilities, Rates, Retail Income only 2022-23

	Eryri	Exmoor	Lake District	Northumberland	North York Moors	Peak District	Yorkshire Dales
Number of centres	3	3	3	2	2	4	4
Approx visitor numbers 2022/23 (NPV Centres)	146,000	138,000	390,000	138,000	187,000	407,000	304,000
Visitor Days (m) STEAM 2019		2,319,000	29,223,000	1,995,000	9,512,000	12,636,000	6,543,000
% of visitor days and NPVC numbers		5.9%	1.3%	6.9%	2.0%	3.2%	4.6%
Rates and Utilities only for comparison							
Rates	£6,000		£30,000	£4,000	£15,000	£18,000	£4,000
Centre running costs (utilities etc)	£15,000	£16,000	£33,000	£96,000	£38,000	£66,000	£61,000
Sub total	£21,000	£16,000	£63,000	£100,000	£53,000	£84,000	£65,000
Staff only for comparison							
NPVC Staff Costs	£216,000	£166,000	£278,000	£200,000	£408,000	£404,000	£351,000
Building + Staff (for comparison only)	£238,000	£183,000	£341,000	£300,000	£462,000	£489,000	£417,000
cost per centre (for comparison only)	£79,000	£61,000	£113,000	£150,000	£231,000	£122,000	£104,000

	Eryri	Exmoor	Lake District	Northumberland	North York Moors	Peak District	Yorkshire Dales
Retail Income (cost of retail goods purchased minus cost of goods sold)	-78,000	-51,000	-269,000	-146,000	-80,000	-255,000	-159,000
Net running cost of NPVC service staff, building cost and retail income (profit element) for comparison purposes only	£160,000	£132,000	£72,000	£154,000	£382,000	£233,000	£258,000
Net running cost per centre (for comparison purposes only)	£53,000	£44,000	£24,000	£77,000	£191,000	£58,000	£64,000
Cost per visitor (Average net running cost divided by visitor numbers, divided by number of centres).	0.36	0.32	0.06	0.56	1.02	0.14	0.21
Rank 1 lowest to 7 highest cost per visitor	5	4	1	6	7	2	3
Other Income (included by individual NPA in programme costs but not shown above to ensure accurate comparison)	Rental income from units and maintenance recharges	Rent (Lynmouth Café) recharges (Lynmouth café and Duvlerton library) plus CareMoor donations in Centres.	Additional Income from advertising/room hire/ rental income.	Retail, hires, recharge for utilities etc, rent from YHA, car park income (Sill only)	Gallery/Exhibition sales profit. Plus Third party operator rent and profit share		Aysgarth - café franchised to external operator. DCM gallery sales and café franchised to external operator

(b) Comparison of National Park Authority website, visitor magazine, interpretation and graphic design resource

National Park Authority	Dartmoor	North York Moors	Exmoor	Broads	Loch Lomond & Trossachs	Peak District	Cairngorms	New Forest	Lake District	Yorkshire Dales
Do you have an officer responsible for the NPA's website?	Yes, 1 FTE	Yes, 1 FTE	Yes, 1 FTE	Yes, 1 FTE	Yes, 1 FTE	Yes, 1 FTE	Yes, 1 FTE	No, shared across team	Yes, 0.8 FTE	Yes, 1 FTE
What is your annual budget for website hosting, technical support, development etc.	£10k	£10k	£10k	£10k	£16k	£15k	£30k	£5k		£12k
Do you produce (with or without a partner) a visitor magazine? If yes, publication cost	£13k	£18k	£9k	£7k	No	£6k	£18k	£17k	No	£9k
Do you have an interpretation officer?	No	Yes, 1 FTE	Yes, split between Learning & Engagement Manager and Website & Publications Officer	Yes, 1 FTE	No	No	Yes, 0.5 FTE	No, shared across team	No	No
Do you have a graphic designer in-house?	No	Yes, 1 FTE	Yes, 1 FTE	Yes, 1.5 FTE	Yes, 0.8 FTE	Yes, 0.6 FTE	No	No	No	No

National Park Visitor Centres - Options for efficiency savings and future delivery

Option	Summary	Future provision	Total NPVC (annual) cost	extra cost (annual)	saving or extra income (annual)	Other costs (one off)
1	Maintain status quo (4 x NPVCs)	Status Quo (4 x NPVC's and Retail) at current opening times and staffing level.	£275k	£0	£0	£0
2	Information only (4x NPVCs no retail)	4 Centres focus on Information / Interpretation only and no Retail Service (no retail support, cost of goods or associated income)	£430k	£155k	£0	£40k
3	Hawes/DCM only NPVC (1 centre open all year round)	Stop running 3 NPVCs Aysgarth, Malham, Grassington* (keep DCM/Hawes only, offer other NPVCs to be run by the community as CICs) hidden costs in staff time, legal and contractual fees to dispose, and managing community / political response.	£100k	£0	£180k	
4	Hawes/DCM NPVC (1 centre open all year round) Mobile Units elsewhere (summer only)	Aysgarth, Grassington* and Malham Centres and replaced with mobile units (excluding DCM) hidden costs in staff time, legal and contractual fees to dispose, and manage community / political response.	£140k	£40k	£180k	£10k
5 (a)	Rent out existing space	Rent space in Malham and Grassington NPVCs to generate income and contribute to operating costs. Eg Café, Gallery, Cycle Hire, Outdoor activity business, storing kit, small classroom for briefings, place for children's activities, parties meeting place etc, More prominent locations for relocation of existing business. (costs in staff time, legal and contractual fees for licence agreement)	£255k	staff time	£25k	£10k

Option	Summary	Future provision	Total NPVC (annual) cost	extra cost (annual)	saving or extra income (annual)	Other costs (one off)
5 (b)	Move Grassington NPVC into Colvend (information service only no retail)	Sell or rent out Grassington centre and relocate information service to Colvend reception area (assumes reduced staffing as no retail so net saving is the same as option 5c).	£220k	staff time	£60k	£10k
5 (c)	Move Grassington NPVC into Colvend (information and retail service)	Sell or rent out Grassington centre and relocate information service and retail provision to Colvend reception area including conference room, (retail income offsets increase in staffing costs so net saving the same as option 5b).	£220k	staff time	£60k	£10k
6	Online shop	Increase Retail via online shop. Use existing staff resources and reallocate activity.	£285k	staff time	£10k	
7	Single staff centre at all times, supported by volunteers	Reduce staff budget and single staff centres for longer periods. Centre Managers and volunteers work onsite to assist with lunch cover and support.	£195k	staff time	£80k	
<p>Grassington* refurbishment LEADER £51k grant for total project cost of £109k - January 2021 . Cannot change NPVC at Grassington before January 2026 without risk of having to payback grant to EU.</p>						