

# External Audit Plan

## Dartmoor National Park Authority

For the year ended 31 March 2024



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# Welcome

The purpose of this report is to give you an overview of the nature and scope of our audit work and bring to your attention the key aspects of the audit. The document also ensures that there is good communication between us, as auditors, and you.

If you have any queries regarding the plan, including the arrangements noted below, then please do not hesitate to contact us.

This Audit Plan has been prepared for the sole use of the management and those charged with governance of the Park Authority. Except where required by law or regulation, this report should not be made available to any other parties without our prior written consent. No responsibilities are accepted by Bishop Fleming towards any party acting or refraining from action as a result of this plan.

We are issuing our 2023/24 External Audit Plan now, as it is our intention to issue your Audit Plan as close to the year-end to which it relates, to ensure that there is timely discussion of the key areas of focus. At the time of writing, our 2023/24 audit planning work is substantively complete. However, there are some areas where work is ongoing, so there may be some further changes to our approach, depending on the outcomes from that process. We will communicate any changes with you, as our audit progresses.

Craig Sullivan – Key Audit Partner

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# 1. General Audit Information

## 1.1. Engagement objectives and scope

The scope of our work is set in accordance with the National Audit Office's Code of Audit Practice (The Code) and the International Standards on Auditing (ISAs) (UK). Our work is planned to provide a focused and robust audit. We are required to provide an independent opinion as to whether the financial statements:

- give a true and fair view of the financial position of Dartmoor National Park Authority ('the Park Authority') at the year end and of its expenditure and income for the year then ended;
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2023/24; and
- have been prepared in accordance with the requirements of the Local Audit and Accountability Act 2014.

Throughout the audit we will also ensure that, in line with the latest Auditing Standards, we communicate on a regular basis with those charged with governance.

We are also required to satisfy ourselves that Dartmoor National Park Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2024. The Code of Audit Practice requires us to report on Dartmoor National Park Authority's arrangements under three specified reporting criteria:

- Financial sustainability – how the Park Authority plans and manages its resources to ensure it can continue to deliver its services;
- Governance – how the Park Authority ensures it makes informed decisions and properly manages its risks; and
- Improving economy, efficiency and effectiveness – how the Park Authority uses information about its costs and performance to improve the way it manages and delivers its services.

The respective responsibilities of the audited body and the auditor are summarised in The Code. They are also set out in the PSAA Statement of Responsibilities of auditors and audited bodies issued by Public Sector Audit Appointments (PSAA), the body responsible for appointing us as your external auditor.

At the time of writing this Plan, there are a number of consultations ongoing. A [Joint statement](#) explaining the package of measures and how the various elements are intended to interact has been published on the Department for Levelling Up, Housing and Communities website. The outcomes of these consultations may impact on our audit plan and we will discuss any changes to our proposed work and timetable with management and the Audit and Governance Committee as events become clearer.

## 1.2. Audit reports

### Financial statements

On completion of our audit work on the financial statements, we will issue our Audit Completion Report to those charged with governance/ the Audit and Governance Committee, which will set out our findings.

In our Auditor's Report we will report on the basis under which the financial statements have been prepared and whether they give a true and fair view. The audit report will also:

- report on whether other information presented with the audited financial statements (for example, the Narrative Report and Annual Governance Statement) is materially consistent with the financial statements or our knowledge obtained in the audit; and
- conclude on the appropriateness of management's use of the going concern basis of accounting.

The form and content of our Auditor's Report may need to be amended in light of our audit findings.

We are required to report to you by exception the following matters, if:

- the Annual Governance Statement does not comply with "Delivering Good Governance in Local Government: Framework 2016 Edition" published by CIPFA/SOLACE; or
- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014; or
- we make a written recommendation to the Park Authority under section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014, in the course of, or at the conclusion of the audit.

Where no matters are identified, this will also be confirmed.

### **Value for Money arrangements**

On the completion of our work on whether the Park Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources, we will issue our Auditor's Annual Report to those charged with governance/the Audit and Governance Committee. This will provide a commentary on the Park Authority's arrangements under the three specified criteria. The report will also set out whether any significant weaknesses were identified and any relevant recommendations.

### **1.3. Audit materiality**

In planning and performing our audit work we will consider whether the financial statements are free from 'material misstatement'.

Materiality is an expression of the relative significance of a particular matter in the context of the financial statements as a whole. In general, misstatements, including omissions, are considered to be material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

The assessment of whether a misstatement is material in the context of the financial statements is a matter of professional judgement and will have regard to both the size and the nature of the misstatement, or a combination of both. It is also affected by our perception of the financial information needs of users of the financial statements. Thus, different materiality levels may be appropriate when considering different aspects of the financial statements.

If there are any areas of specific concern in which you would like us to pay particular attention to then we will be pleased to discuss this with you, and whether our audit approach can be readily adapted to accommodate such a level in that area, or whether it will be more appropriate for a special exercise to be carried out on the area.

Our basis of materiality has been set as follows:

	Basis of materiality
Dartmoor National Park Authority Group	2% of gross expenditure  This equates to £102,630 (based on audited 22./23 accounts)

Whilst the level of materiality is applied to the financial statements as a whole, we must also address the risk that any identified unadjusted audit differences are material when considered in aggregate. To reduce the risk of this being the case, we apply a lower level of materiality which we utilise within our work, known as Performance Materiality. This is set at a lower level than overall materiality and is determined by our assessment of the element of audit risk that pertains to the internal control environment of the Park Authority.

#### 1.4. Risk assessment and significant risks

##### Financial statements

When planning our audit work, we will seek to minimise the risk of material misstatements occurring in the financial statements. To do this, we consider both the risk inherent in the financial statements themselves and the control environment in which the Park Authority operates. We then use this assessment to develop an effective approach to the audit.

This risk assessment directs our testing towards the balances and transactions at the greatest risk of material misstatement so as to minimise the risk of undetected material misstatements. However, we do not test every group of transactions or balances but carry out sample testing of balances and transactions.

Therefore, there is an inherent and unavoidable risk that some material misstatements may not be detected and therefore audit procedures should not be relied upon to detect all material misstatements, fraud, irregularities or instances of non-compliance.

Based on our knowledge of the Park Authority, we have identified the following as significant risk areas to be addressed during the audit. We understand that CIPFA LASAAC will be consulting on temporary changes to the Code of Practice on Local Authority Accounting to reduce burdens on those who prepare and audit local body accounts. These proposed changes include extending overrides on infrastructure assets, simplifying the professional revaluation of operational property, and reducing disclosure requirements around net pension assets and liabilities for at least 2 years. This may affect the significant risks we have currently identified and the approach we have proposed to address these risks.

This is our initial assessment of audit risk based upon our work completed to date. Our conclusions may change and additional risks may be identified as we complete additional planning procedures. We will provide the Audit and Governance Committee details of any changes in our risk assessments.



Risk	Audit Approach
Management override of controls (required under the ISAs)	<p>We are required by auditing standards (ISA 240) to consider fraud and management override of controls to be a significant risk for all audits as no matter how strong a control environment, there is the potential for controls to be overridden or bypassed. To address this risk, we will:</p> <ul style="list-style-type: none"> <li>• Review the reasonableness of accounting estimates and critical judgements made by management;</li> <li>• Test material journals processed at the year-end; and</li> <li>• Test other journals with key risk attributes.</li> </ul> <p>In testing journals, we will use data analytics tools to interrogate the whole population of journals posted in the year and focus on those with key risk factors.</p>
Fraud in revenue recognition (required under the ISAs)	<p>There is also a rebuttable presumption under auditing standards that revenue may be misstated due to improper recognition of revenue. This presumption may be rebutted if the auditor concludes that there is no risk of material misstatement due to fraud in revenue.</p> <p>Having considered the risk factors set out in ISA240 and the nature of the revenue streams for Dartmoor National Park Authority, we have rebutted the risk of material fraud arising from revenue recognition for the revenue of the Park Authority because:</p> <ul style="list-style-type: none"> <li>• There is little incentive to manipulate revenue recognition;</li> <li>• Opportunities to manipulate revenue recognition are very limited; and</li> <li>• The culture and ethical framework of local authorities, including Dartmoor National Park Authority, mean that all forms of fraud are seen as unacceptable.</li> </ul>
Fraud in expenditure recognition	<p>Practice Note 10: Audit of Financial Statements and regularity of public sector bodies in the United Kingdom sets out that the risk of fraud related to expenditure is also relevant. We therefore need to consider whether we have any significant concerns about fraudulent financial reporting of expenditure which would need to be treated as a significant risk for the audit.</p> <p>We do not consider this to be a significant risk for Dartmoor National Park Authority because:</p> <ul style="list-style-type: none"> <li>• Expenditure is well controlled, and the Park Authority has a strong control environment; and</li> <li>• The Park Authority has clear and transparent reporting of its financial plans and financial position.</li> </ul>
Valuation of land and buildings	<p>There is a risk over the valuation of these assets due to the values involved and the high degree of estimation uncertainty, due to the sensitivity of the estimate to changes in key assumptions and judgements. To address this risk, we will:</p> <ul style="list-style-type: none"> <li>• Document our understanding of the processes and controls put in place by management, and evaluate the design of the controls;</li> <li>• Review the instructions provided to the valuer and the valuer's skills and expertise, in order to determine if we can rely on the management expert;</li> <li>• Write to the valuer to confirm the basis on which the valuation was carried out;</li> <li>• Confirm that the basis of valuation for assets valued in year is appropriate based on their usage;</li> <li>• Review the appropriateness of assumptions used in the valuation of land and buildings. For assets not formally revalued in the year we will assess how</li> </ul>

Risk	Audit Approach
	<p>management has satisfied itself that these assets are not materially different from the current value at the year-end;</p> <ul style="list-style-type: none"> <li>• Review accuracy and completeness of information provided to the valuer, such as floor areas;</li> <li>• Test a sample of revaluations made during the year to ensure that they have been input correctly into the Park Authority's asset register; and</li> <li>• Form our own expectations regarding the movement in property values and comparing this to the valuations reflected in the Park Authority's financial statements, following up valuation movements that appear unusual.</li> </ul>
Valuation of the pension fund net liability	<p>There is a risk over the valuation of the pension fund net liability due to the values involved and the high degree of estimation uncertainty, due to the sensitivity of the estimate to changes in key assumptions. To address this risk, we will:</p> <ul style="list-style-type: none"> <li>• Document our understanding of the processes and controls put in place by management, and evaluate the design of the controls;</li> <li>• Review the instructions provided to the actuary and the actuary's skills and expertise, in order to determine if we can rely on the management expert;</li> <li>• Consider the accuracy and completeness of the information provided to the actuary;</li> <li>• Ensure that the disclosures in the financial statements in respect of the pension fund liability are consistent with the actuarial report from the actuary;</li> <li>• Carry out procedures to confirm the reasonableness of the actuarial assumptions made by reviewing the report of the consulting actuary (as auditor's expert) and performing any additional procedures suggested within the report; and</li> <li>• Obtain assurances from the auditor of Devon Pension Fund in respect of the controls around the validity and accuracy of membership data, contributions data and benefits data sent to the actuary by the pension fund and the fund assets valuation in the pension fund financial statements.</li> </ul>

We will report back to you as part of our completion audit work, on the outcome of our work addressing these areas.

### Value for money arrangements

As part of our planning work, we have also considered whether there are any risks of significant weakness in the Park Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources that we need to perform further procedures on.

We have not identified any risks of significant weakness at this stage.

We will keep our risk assessment under continual review and any changes will be communicated to those charged with governance.

### 1.5. Control environment

Through our audit planning procedures, we will continue to develop our understanding of the control environment in which the Park Authority operates.

At the time of issuing our Audit Plan, our initial view is that the control environment in which the Park Authority operates is effective and we will tailor our audit approach accordingly. In the current year, we anticipate that our audit approach will focus on substantive procedures.



## 1.6. Adjusted and unadjusted items

Of the potential audit adjustments that we identify during our audit work, some may require adjustment. The decision to make an adjustment to the financial statements is one that the Park Authority will need to make.

At the conclusion of the audit, we shall provide you with a schedule of potential adjustments that we identified during our audit work.

We will require you to confirm that you have considered the items and whether you have decided to adjust them in the financial statements; this will be included in the letter of representation.

We shall also provide you with a schedule, detailing those items that we identified during our audit work, which have not been adjusted for in the financial statements. This summary will not include errors that are 'clearly trivial', defined by us as those errors which individually account for no more than 5% of our materiality level.

We will require you to confirm that you have duly considered these unadjusted errors and that you have decided not to adjust for them in the financial statements; this will also be included in the letter of representation.

## 1.7. Fraud

While the Park Authority has the ultimate responsibility for the prevention and detection of fraud, we are required to obtain reasonable assurance that the financial statements are free from material misstatement, including those arising as a result of fraud. Our audit approach includes the consideration of fraud throughout the audit, including making enquiries of management and those charged with governance.

## 1.8. Prior year recommendations

We will follow up on the progress made by the Park Authority in addressing the recommendations made by the Park Authority's previous auditor in respect of deficiencies reported in their ISA260 Audit Report.

## 2. The Audit Team

Responsible individual:  
Email:

Craig Sullivan  
[csullivan@bishopfleming.co.uk](mailto:csullivan@bishopfleming.co.uk)

Manager:  
Email:

Jennifer Morris  
[jdmorris@bishopfleming.co.uk](mailto:jdmorris@bishopfleming.co.uk)

### 3. Timetable

A full audit timetable has been included below:

<b>Dartmoor National Park Authority</b> <b>YEAR END: 31 March 2024</b>	
<b>Date</b>	<b>Requirement</b>
<b>March-May 2024</b>	<ul style="list-style-type: none"><li>• Meetings with management</li><li>• Meeting with Chair of Audit and Governance Committee</li></ul>
<b>March - June 2024</b>	Planning procedures and interim audit work undertaken, examining systems and controls in place, and completion of early substantive testing.
<b>September 2024</b>	Review of predecessor auditor's files  Audit fieldwork to be undertaken, completing work on significant risk areas and other material balances.
<b>October 2024</b>	Audit completion meeting with year-end draft Audit Completion Report
<b>29 November 2024</b>	Audit and Governance Committee
<b>November/December 2024</b>	Accounts to be approved.

### 4. Audit Fees

Dartmoor National Park Authority, in line with most other local government bodies, opted into the national scheme run by Public Sector Audit Appointments (PSAA) for the appointment of its external auditor for the five-year period with effect from 2023/24. PSAA set the scale fee for the audit of Dartmoor National Park Authority under the contract. The audit scale fee set by PSAA for the Park Authority and our proposed variations are set out below:

PSAA scale fee 2023/24	£39,635
Proposed fee variations:	
ISA 315	TBC

The scale fees set by PSAA:

- are based on the expectation that complete and materially accurate financial statements, with supporting working papers, will be available within agreed timeframes (as set out in [PSAA's Statement of Responsibilities document](#)); and
- reflect as far as possible the predecessor auditor's previous assessment of audit risk and complexity.

Where work was substantially more or less than envisaged by the scale fee, we will propose that the fees should be varied. PSAA determine the outcome of any fee variations. The proposed fee variations set out above reflect issues that were not reflected in the scale fee when it was set by PSAA.

As the individual responsible for the project management of the audit, Jennifer Morris will monitor the position in relation to any issues that could potentially give rise to a fee variation and discuss them with the Chief Finance Officer/s.151 officer at the earliest opportunity.

There are no non-audit fees proposed at the planning stage.

### **ISA 315**

The proposed fee variation in relation to ISA 315 is in respect of a significant change to auditing standards that applied for the first time for your audit for the year ended 31 March 2023. Due to the timing of the tender process, the impact of this has not been built into the audit scale fees.

In summary the main changes were as follows:

- The introduction of five new inherent risk factors to aid in risk assessment; subjectivity, complexity, uncertainty, change and susceptibility to misstatement due to management bias or fraud.
- The introduction of a new spectrum of risk, at the higher end of which lie significant risks.
- The requirement for "sufficient, appropriate" evidence to be obtained from risk assessment procedures as the basis for the risk assessment.
- The introduction of more requirements in relation to gaining an understanding of the entity's IT environment, including requirements to identify and assess risks of material misstatement arising from the use of IT related to the IT applications and other aspects of the entity's IT environment.

## 5. Ethical Issues

In order to comply with professional and ethical standards we are required to communicate to you all significant facts and matters that, in our professional judgement, may affect the firm's independence. This is for reference only, and unless you wish to make any comments, there is no need to respond.

### **5.1. Threats & safeguards**

The standards require us to consider the perceived potential threats to our objectivity and independence in carrying out the audit. We are not providing any other audit related or non-audit related services. We have not identified any threats to the firm's independence.

### **5.2. Overall assessment**

We can confirm that we comply with the Financial Reporting Council's (FRC) Ethical Standard and are able to issue an objective opinion on the financial statements. There are no significant facts or matters that impact on our independence as auditors that we are required or wish to draw your attention.

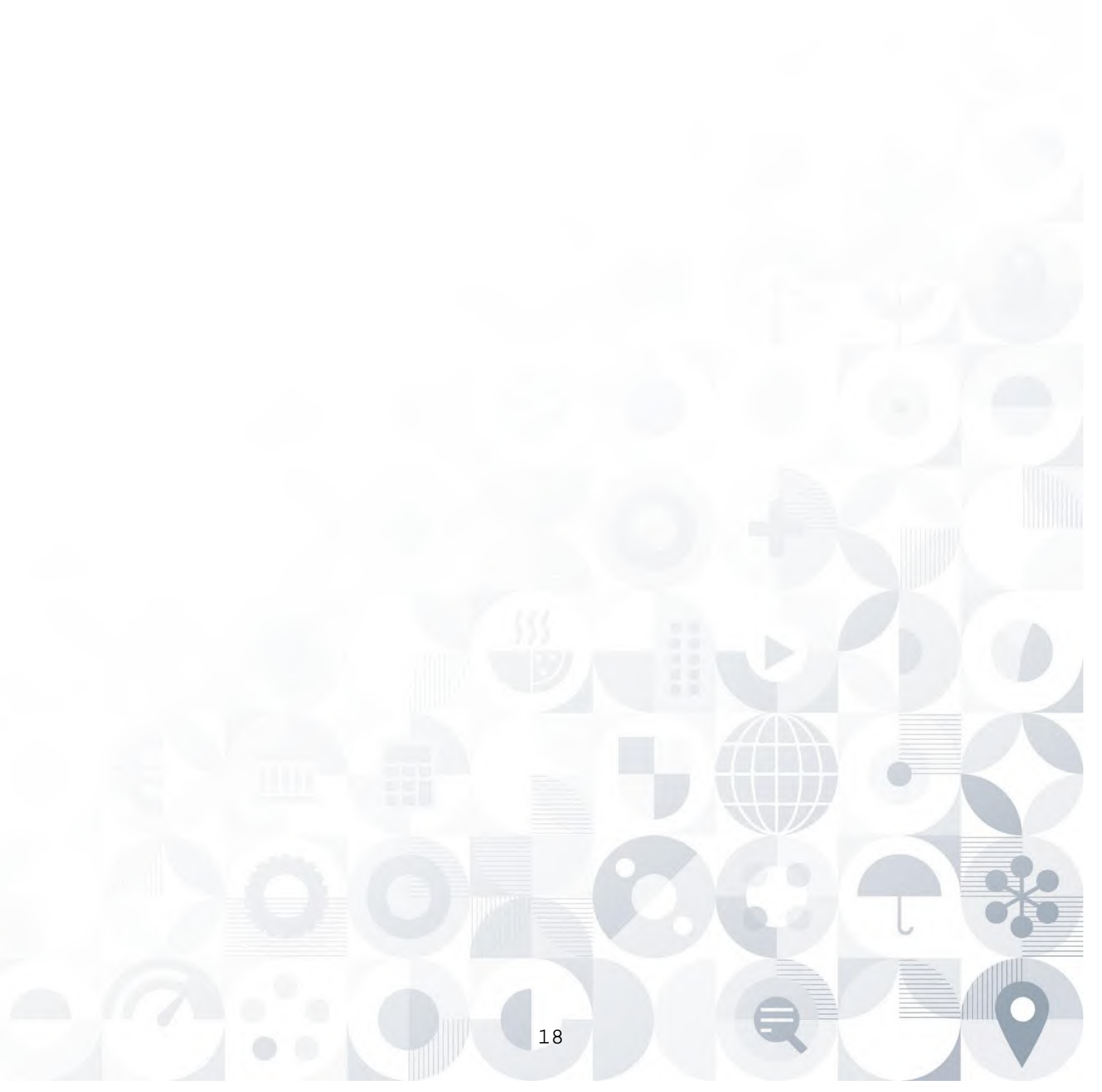
### **5.3. Maintaining objectivity & independence**

As a firm we have policies and procedures in place to monitor auditor objectivity and independence on a regular basis. If any additional threats are identified, we will of course advise you immediately.

We also perform an annual review of completed audit engagements for quality control purposes.

If you would like to discuss any of the above, please contact us.

# Appendices



# 1. Required communications with the Audit and Governance Committee

Under the auditing standards, there are certain communications that we must provide to the Audit and Governance Committee as those charged with governance. These include:

Required communication	Where addressed
Our responsibilities in relation to the financial statement audit and those of management and those charged with governance.	Audit Plan
The planned scope and timing of the audit including any limitations, specifically including with respect to significant risks.	Audit Plan
With respect to misstatements: <ul style="list-style-type: none"> <li>• uncorrected misstatements and their effect on our audit opinion;</li> <li>• the effect of uncorrected misstatements related to prior periods;</li> <li>• a request that any uncorrected misstatement is corrected; and</li> <li>• in writing, corrected misstatements that are significant.</li> </ul>	Audit Completion Report
With respect to fraud communications: <ul style="list-style-type: none"> <li>• enquiries of those charged with governance to determine whether they have a knowledge of any actual, suspected or alleged fraud affecting the entity;</li> <li>• any fraud that we have identified or information we have obtained that indicates that fraud may exist; and</li> <li>• a discussion of any other matters related to fraud.</li> </ul>	Audit Completion Report Discussions at the Audit and Governance Committee
Significant matters arising during the audit in connection with the entity's related parties.	Audit Completion Report
Significant findings from the audit including: <ul style="list-style-type: none"> <li>• our view about the significant qualitative aspects of accounting practices including accounting policies, accounting estimates and financial statement disclosures;</li> <li>• significant difficulties, if any, encountered during the audit;</li> <li>• significant matters, if any, arising from the audit that were discussed with management;</li> <li>• written representations that we are seeking;</li> <li>• expected modifications to the audit report; and</li> <li>• other matters significant to the oversight of the financial reporting process or otherwise identified during the audit that we believe will be relevant to those charged with governance when fulfilling their responsibilities.</li> </ul>	Audit Completion Report
Significant deficiencies in internal controls identified during the audit.	Audit Completion Report
Where relevant, any issues identified with respect to authority to obtain external confirmations or inability to obtain relevant and reliable audit evidence from other procedures.	Audit Completion Report
Audit findings regarding non-compliance with laws and regulations	Audit Completion Report Discussions at the Audit and Governance Committee
Significant matters in relation to going concern.	Audit Completion Report
Indication of whether all requested explanations and documents were provided by the entity.	Audit Completion Report
Confirmation of independence and objectivity of the firm and engagement team members.	Audit Plan Audit Completion Report



This document is confidential to: Dartmoor National Park Authority

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Internal Audit

# Audit Committee Annual Internal Audit Report 2023/24 and 2024/25 Plan

Dartmoor National Park  
Authority

31<sup>st</sup> May 2024  
Official



**Ken Johnson Senior Assurance  
Manager**

**Tony Rose Head of DAP**



**Support, Assurance and Innovation**

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<b>Devon Audit Partnership</b>	<b>Confidentiality and Disclosure Clause</b>
<p>The Devon Audit Partnership has been formed under a joint committee arrangement comprising of Plymouth, Torbay, Devon, Mid Devon, North Devon, Torridge, South Hams, West Devon councils and Devon and Somerset Fire and Rescue. We aim to be recognised as a high-quality assurance service provider in the public sector. We work with our partners by providing a professional internal audit service that will assist them in meeting their challenges, managing their risks and achieving their goals. In carrying out our work we are required to comply with the Public Sector Internal Audit Standards along with other best practice and professional standards. The Partnership is committed to providing high quality, professional customer services to all; if you have any comments or suggestions on our service, processes or standards, the Head of Partnership would be pleased to receive them at <a href="mailto:tony.d.rose@devon.gov.uk">tony.d.rose@devon.gov.uk</a></p>	<p>This report is protectively marked in accordance with the Government Security Classifications. It is accepted that issues raised may well need to be discussed with other officers within the Council, the report itself should only be copied/circulated/disclosed to anyone outside of the organisation in line with the organisation’s disclosure policies.</p> <p>This report is prepared for the organisation’s use. We can take no responsibility to any third party for any reliance they might place upon it.</p>

## Introduction

This report provides a summary of the performance against the Internal Audit plan for the 2022/23 financial year, highlighting the key areas of work undertaken and summarising our main findings and recommendations aimed at improving controls, and provides our overall Annual Assurance Opinion.

The key objectives of the Devon Audit Partnership (DAP) have been to provide assurance to Dartmoor National Park on the adequacy, security and effectiveness of the systems and controls operating across the Council and to provide advice and assurance to managers and staff.

The Internal Audit plan for 2023/24 was presented to, and approved by, the Audit Committee in May 2023. The following report and appendices set out the overall Annual Assurance Opinion.

In addition, this report provides the outline plan for 2024/25.

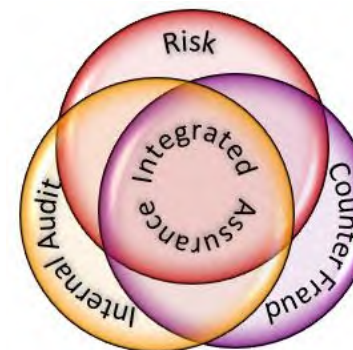
The Public Sector Internal Audit Standards require the Head of Internal Audit to prepare a report providing an opinion at the end of each year that can be used by the organisation to inform its governance statement. Devon Audit Partnership was externally assessed in December 2021 against the framework and confirmed to be conforming with the requirements of the PSIAS.

The level of risk associated with each of the areas in Appendix 1 has been determined either from the Local Authority's Risk Register (LARR), or the Audit Needs Assessment (ANA) carried out at the planning phase. Where the audit was undertaken at the request of client it has not been risk assessed. Assurance and recommendations should be considered in light of these risk levels and the impact this has on achievement of corporate / service goals.

### Expectations of the Audit Committee from this report

Members are requested to consider: -

- The opinion statement within this report.
- The completion of audit work against the plan.
- The scope and opportunity of audit to complete the audit work.
- Any audit findings provided.
- The overall performance and customer satisfaction on audit delivery.



In review of these the Audit Committee are required to consider the assurance provided alongside that of Corporate Risk Management and satisfy themselves from this assurance that the internal control framework continues to be maintained at an adequate level to mitigate risks and inform the Executive for governance requirements.

**Tony Rose**  
**Head of Devon Audit Partnership**

## Audit Assurance Statement

Overall, based on work performed during 23/24 and our experience from the previous year’s audit, the Head of Internal Audit’s Opinion is of **“Substantial Assurance”** on the adequacy and effectiveness of the internal control framework within the Organisation

We carried out a review of the Authority’s Financial Systems. As a result of our review, we were able to give an audit opinion of “Substantial Assurance” as detailed above. Where weaknesses have been identified management have agreed these findings and have either agreed the recommendations or accepted the associated risks.

Leadership have been provided with details of Internal Audit’s opinion on each audit review carried out in 2023/24. All audit reports include an action plan which identifies responsible officers, and target dates, to address control issues identified during a review.

If significant weaknesses have been identified in specific areas, these will need to be considered by the Organisation in preparing its Annual Governance Statement for the Statement of Accounts for 2023/24.

### Internal Control Framework

The control environment comprises the Organisations policies, procedures and operational systems including processes in place to establish and monitor the achievement of the Organisations objectives; facilitate policy and decision making; ensure economical, effective and efficient use of resources, compliance with established policy, procedure, law and regulation; and safeguard the Organisations assets and interests from losses. Core financial and administrative systems were reviewed by Internal Audit.

### Risk Management

Risk Management process at strategic and operational levels remain in place. A review of Risk management processes .

### Governance Arrangements

Governance arrangements have been considered in all our audits but with opportunities to improve consistency or alignment to business need. We will continue to review the improvements to governance and control arrangements in 2024/25.

### Performance Management

Performance is subject to monitoring at management level.

<b>Substantial Assurance</b>	<b>A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.</b>	<b>Limited Assurance</b>	Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited.
<b>Reasonable Assurance</b>	<b>There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.</b>	<b>No Assurance</b>	Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.

## Value Added

We know that it is important that the internal audit services seek to "add value" whenever it can. We obtained feedback from those audited during the year to date who considered we were able to add value by:

- Providing objective and relevant assurance.
- Contributing to the effectiveness and efficiency of the governance, risk management and internal control processes.

## Executive Summary (s)

Dartmoor National Park Authority's Finance Department appears to operate efficiently, with the supervision of knowledgeable and competent staff and managed by the Head of Business Support who, along with the Senior Finance Officer, have an extensive understanding of the financial administration of the Authority. They are closely involved with every-day operations and continue to set high standards.

The audit opinion has confirmed that there are effective controls in place for the systems reviewed and the key financial risks are being mitigated. We consider this to be a good reflection of the continuity of staff that work in the finance department at the Authority.

The Finance Team and wider Authority are to be commended for maintaining their usual high standards. A new Financial system will support further progress, flexibility and opportunities going forwards and DAP looks forward to working with the Authority in the coming year.

## Internal Audit Plan 2024/25

As in previous years, the audit plan for the financial year 2024/25 allows for up to 20 days of internal audit support. The plan includes a review of the following key financial systems: -

- Ordering and Payments
- Income and Cash Collection
- Bank Reconciliation / Investments/Cheque Control
- Main Accounting System
- Budget monitoring
- Payroll & Travel Expenditure
- AGS

Any major findings (if applicable) from the previous year's audit plan will be reviewed to ensure that agreed recommendations have been implemented

and are effective. As part of the audit plan, we will also provide assistance and advice and be a central contact point for the Head of Business Support. We would be happy to consider undertaking special project work as and when appropriate and required.

## Timetable

The timing of the 2024/25 Key Financial Systems review will be agreed with the Head of Business Support and will provisionally take place in the second half of this coming October. All findings will be reviewed with the Head of Business Support at the end of the audit programme and prior to the issue of any draft report. A copy of the final report will be presented to the Audit and Governance Committee and made available to your External Auditors for their information.

## 2024/25 Plan

The following table sets out the planned internal audit work for 2023/24. Other issues and systems are sometimes identified during the audits and if found will be discussed with the Head of Business Support. These issues may be incorporated into future audit plans dependent upon priority and risk assessment. The cost of these 20 days will be £6,500 (plus VAT). Additional support will be provided as and when required. Our standard daily rate for this work will be £325, although specialist support may be at a different rate. Please contact us for further details.

Audit	Days
Material Systems	
Financial Systems	19
Other Work	
Planning / attendance at Audit & Governance Committee	1
<b>Total days</b>	<b>20</b>

Appendix 1 of this report details the assurance opinions for the areas covered under this review, for which definitions of the assurance opinion ratings are in Appendix 2.

## Customer Value

### Public Sector Internal Audit Standards (PSIAS)

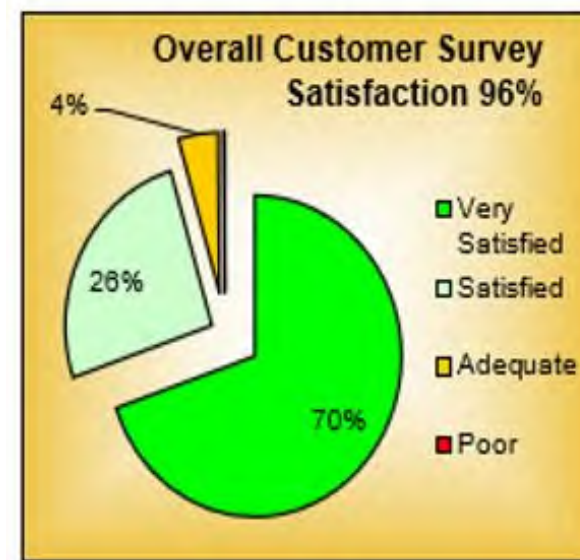
**Conformance** - Devon Audit Partnership conforms to the requirements of the PSIAS for its internal audit activity. The purpose, authority and responsibility of the internal audit activity is defined in our internal audit charter, consistent with the *Definition of Internal Auditing*, the *Code of Ethics* and the *Standards*.

Our internal audit charter was approved by senior management and the Audit Committee in February 2022. This is supported through DAP self-assessment of conformance with Public Sector Internal Audit Standards & Local Government Application note.

**Quality Assessment** - Through external assessment December 2021 'DAP is continuing to operate in conformance with the standards. External Assessment provides independent assurance against the Institute of Internal Auditors (IIA) Quality Assessment & Public Sector Internal Audit Standards (PSIAS).

The Head of Devon Audit Partnership also maintains a quality assessment process which includes review by audit managers of all audit work. The quality assessment process and improvement are supported by a development programme.

**Improvement Programme** - DAP maintains a rolling development plan of improvements to the service and customers. All recommendations of the external assessment of PSIAS and quality assurance were included in this development plan and have been completed. This will be further embedded with revision of our internal quality process through peer review.



## Customer Service Excellence

DAP maintains accreditation by G4S Assessment Services of the CSE standard during the year. We have had some very complimentary feedback of where our team have been able to add value to the Council these may be found upon our [webpage](#). The chart on the right of this page summarises the customer satisfaction results received to date during 2023/24.

## Inherent Limitations

The opinions contained within this report are based on our examination of restricted samples of transactions / records and our discussions with officers responsible for the processes reviewed.



## Appendix 1 - Summary of areas reviewed during 2023/24

Areas Covered		Level of Assurance
1	Treasury Management	Substantial Assurance
2	Financial loss and undetected error or fraud	Substantial Assurance
3	Purchasing arrangements and payments to creditors	Reasonable Assurance
4	Income due to the organisation (Invoice raising, income collection and banking)	Substantial Assurance
5	Bank reconciliation procedures	Reasonable Assurance
6	Spend against the organisations budget	Substantial Assurance
7	The Main Accounting System	Substantial Assurance
8	The Payroll (Salaries and Wages)	Substantial Assurance
9	Internal audit recommendations agreed from the previous year's audit	Reasonable Assurance

Some findings and recommendations carried forward from last year have been carried over in relation to bank reconciliations and the processing of transactions in Finest, however progress has been made since last year. At the time of our visit to the finance office, the team were a little behind in processing GPC card reconciliations, however car park and visitor centre banking transactions had both improved since last year's audit. We understand that when the new financial system is introduced, some GPC card processes will be reviewed with a view to streamlining the management sign-off element.

The income processing for visitor centres is highlighted as an area where some focus may be beneficial to future income generation. We identified that a high proportion of sales use a 'miscellaneous' VAT code which could benefit from some analysis to understand which products are being sold and which generate the most profit. This information could then be used to understand customer behaviour and influence future stock for sale.

This audit has confirmed that there are effective controls in place for the systems reviewed and the key financial risks are being mitigated. We consider this to be a good reflection of the continuity of staff that work in the finance department at the Authority.

## Appendix 2 – Audit Authority



### Service Provision

The Internal Audit (IA) Service for Dartmoor National Park is delivered by the Devon Audit Partnership (DAP). This is a shared service arrangement constituted under section 20 of the Local Government Act 2000. The Partnership undertakes an objective programme of audits to ensure that there are sound and adequate internal controls in place across the whole of the Council. It also ensures that the Council's assets and interests are accounted for and safeguarded from error, fraud, waste, poor value for money or other losses.



### Strategy

Internal Audit Strategy sets out how the service will be provided, and the Internal Audit Charter describes the purpose, authority and principal responsibilities of the audit function.

### Professional Standards

We work to professional guidelines which govern the scope, standards and conduct of Internal Audit as set down in the Public Sector Internal Audit Standards. DAP, through external assessment, demonstrates that it meets the Public Sector Internal Audit Standards (PSIAS). Our Internal Audit Manual provides the method of work and Internal Audit works to and with the policies, procedures, rules and regulations established by the Authority. These include standing orders, schemes of delegation, financial regulations, conditions of service, anti-fraud and corruption strategies, fraud prevention procedures and codes of conduct, amongst others.

### Regulatory Role

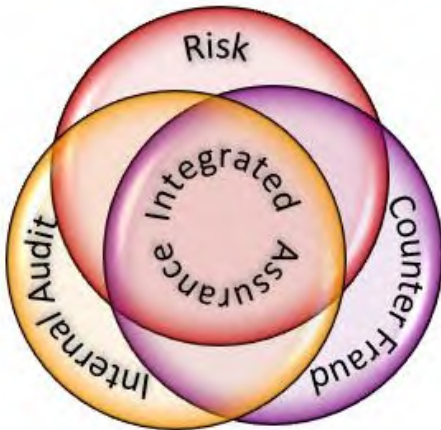
There are two principal pieces of legislation that impact upon internal audit in local authorities:

**Section 5 of the Accounts and Audit Regulations (England) Regulations 2015** which states that 'a relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.....'

**Section 151 of the Local Government Act 1972**, which requires every local authority to make arrangements for the proper administration of its financial affairs

## Our Vision

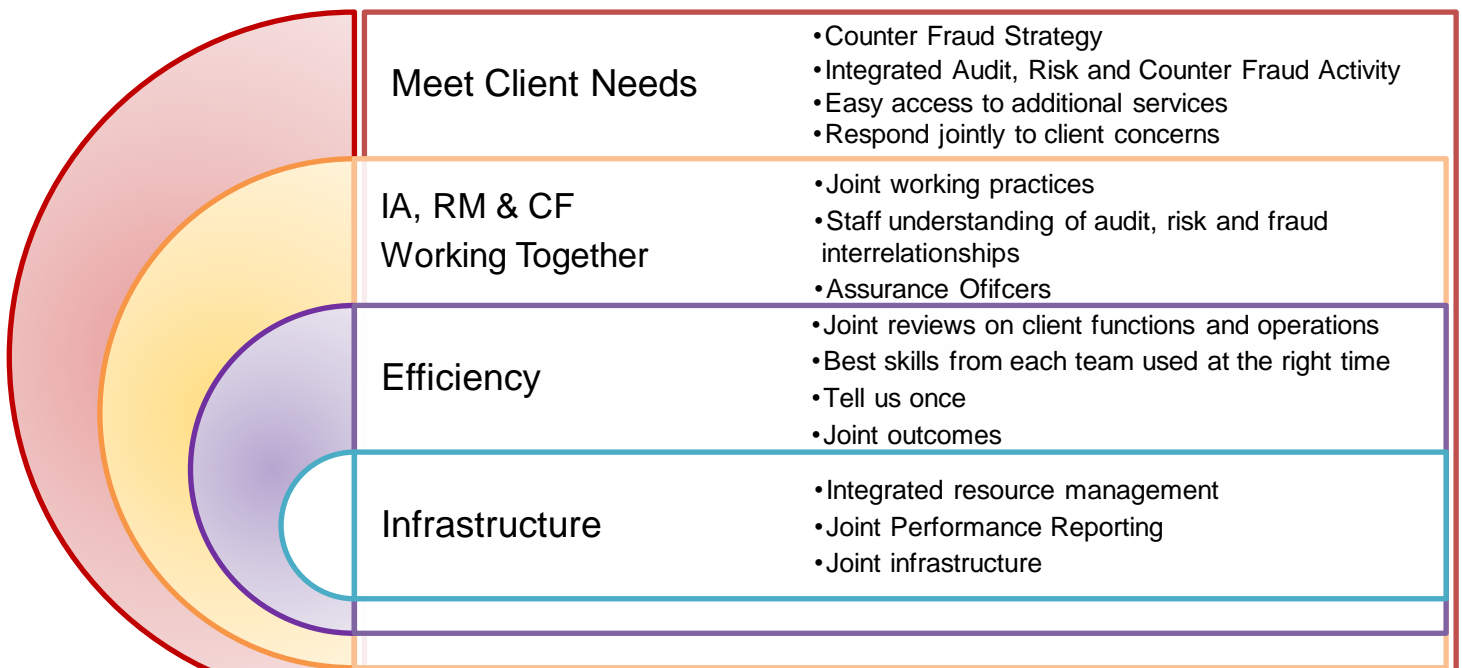
To be the leading provider of assurances services covering internal audit, counter fraud and risk management to public and not-for-profit organisations in the South West and beyond.



### Operational delivery

- **Assurance Audit** Plans based on the best and most up to date risk information
- Agile **Internal Audit** Plan
- Live **risk management** reporting and support across the Council.
- Deliver a best in class **risk management framework**
- **Counter Fraud** Team co-ordinate / undertake irregularities work coming through the **audit** plan
- Potential irregularities triaged to **fraud or audit** for review. Use of data analytics.
- **Proactive fraud** work e.g. NFI, developing a delivery plan at client level
- **Investigation** work to be completed jointly (where appropriate) to progress possible fraud review and strengthen internal control frameworks
- **Audit** scoping to include **Counter Fraud** input
- Three-way liaison confirming risk and control
- **Integrated reporting** to be delivered where possible

## Our Goals





NPA/AG/24/001

## Dartmoor National Park Authority Audit & Governance Committee

31 May 2024

### **2023/24 Financial Outturn**

Report of the Head of Business Support

Recommendation: **Members are asked to:**

- (i) note the content of this report;**
- (ii) authorise the transfer of the 2023/24 unallocated revenue surplus of £12,636 into reserves; and**
- (iii) approve the transfer of grants and contributions received with specific conditions or restrictions and monies set aside for contractual commitments into earmarked reserves, as set out in section 4.4 (table 9) of the report.**

#### **1 Introduction**

- 1.1 The Authority is required to set a balanced budget at the start of each financial year and robust budget management and financial control has been maintained throughout the year; which is essential to ensure that priorities are delivered in accordance with the Authority's plans.
- 1.2 The Audit & Governance Committee has received detailed financial management reports on a quarterly basis and has therefore been kept up to date regarding in-year variances and the forecast outturn.

#### **2 The 2023/24 Financial Outturn**

- 2.1 A summary of the financial outturn as at 31 March 2024 can be found at Appendix 1. After transfers, to and from, reserves for matters approved in-year and at the setting of the budget, the outturn surplus is £12,636 (£4,281 deficit in 2022/23). A surplus of £50,008 was forecast at month 9, but we have utilised the surplus to fund the new Ranger vehicles.
- 2.2 The Authority has once again proved successful in generating additional external grant income. In 2023/24 we forecast external income at £1,430,522, we secured £1,875,108 – an increase of £527,586 against budget. A full list of external grant funding received is set out below.

<b>Table 1: External Grant Income Analysis</b>	<b>£</b>
<b>Revenue</b>	
Farming in Protected Landscapes - Defra	912,987
Peatlands Restoration Project - South West Water	310,553
Dartmoor Headwaters Project - Environment Agency	215,286
Test and Trials - Defra	108,232
Public Rights of Way - Devon County Council	43,000
Our Common Cause - National Trust	39,166
Contribution for Community Engagement Ranger - Dartmoor Preservation	30,000
Hill Farm Project - Royal Countryside Fund	29,705
Archeologist contribution - Historic England	27,966
Biodiversity Net Gain Grant - Defra	26,807
Wool Project - South West Water	24,807
Invasive Species - South West Water	20,000
Hill Farm Project - Duchy of Cornwall	15,000
Contribution for Electric Charging Ponto installation - National Parks Partnership	14,823
Dartmoor Marshalls - Police and Crime Commissioner Devon and Cornwall	10,000
Contribution for Cut Hill Cist Archaeological Assessment - Phase 1	10,000
Woodland Management Grant - Rural Payment Agency	6,491
Contribution to Audit Fees - DLUHC	5,522
Peatlands Restoration Project - Defence Infrastructure	5,000
Invasives Project - Duchy of Cornwall	3,000
Community Pillars Pilot Programme - Royal Agricultural Benevolent Institution	2,100
Dartmoor Marshalls - Okehampton Hamlets Parish Council	2,000
Dartmoor Marshalls - National Trust	2,000
Contribution from Countryside Stewardship fund towards Standon Permissive Path Surface upgrade and waymarking	2,000
Contribution for East Dartmoor Landscape Recovery Scheme - Devon Wildlife Trust	1,858
Dartmoor Marshalls - Woodland Trust	1,500
Community Focus Group Facilitation Grant - National Parks England	1,500
Dartmoor Marshalls - Duchy of Cornwall	1,000
Contribution from Countryside Stewardship fund towards fencing and drainage improvements at Baggator Bridge, Standon	1,000
Enliven Grant - University of Exeter	775
Cotribution Land management Grimspound, Hound Tor and Merrivale	750
Green Challenge Recovery Fund - Defra	279
<b>Total Grant Income</b>	<b>1,875,108</b>

*In 2022/23 external grant income was £1,601,087*

<b>Table 2: Fees &amp; Charges, Sales and Other Income</b>		<b>£</b>
Land Management	Filming on DNPA land and officer support	(5,433)
	Other Income: wayleaves etc.	(3,580)
Hill Farm Project	Course Fees	(1,577)
	Events Income	(2,676)
	Membership	(1,283)
	Recharge of Officer time	(20,745)
Archaeology	SHINE	(7,000)
	Walks/Talks	(100)
Uppacott	Guided walks & donations	(2,451)
	Utilities recharge	(1,450)
	Rental income	(3,850)
Visitor Management	Vending Licences	(31,575)
	Car park charges	(173,038)
	Podpoint - electric vehicle income	(855)
	Donations	(897)
	Other Income : key campaigns	(2,283)
Public Rights of Way	Capital improvements schemes for signage, bridge purchase and installation and surface improvements on rights of way	(3,150)
Visitor Centres	Retail Sales	(173,498)
	Donations and gallery sales	(901)
Communications	Moor Otters	(13)
	Enjoy Dartmoor advertising	(16,788)
	Signboards advertising	(3,500)
Education	Ranger Ralph	(972)
	Educational Walks	(4,690)
	National Parks education travel. Forest Holidays	
	Partnership	(1,000)
	Events Income	(796)
Rangers	Recharges for private mileage	(510)
Development Management	Search Fees	(927)
	Enforcement Appeals	(924)
	Planning Fees	(146,934)
	Non Material Amendments	(2,327)
	Discharge of Conditions	(4,876)
	Pre app Charges	(3,725)
Forward Planning	New Homes Bonus from west Devon and South Hams	(89,200)
	Other Income: Design guide	(10)
Corporate and Democratic Core	Donate for Dartmoor	(15,018)
	Procurement Card Rebates	(179)
	Investment Income	(105,296)
Information Technology	Recharges for external work	(3,338)
Central Running Costs	Recover of Charges	(3,626)
Human Resources	SNPS Conference	(16,159)
	Cycle Scheme	(1,816)
Premises	Room booking, recharges & rent	(6,629)
	Renewable Heating Incentive	(25,528)
Other		(6,700)
<b>Total Other Income</b>		<b>(897,823)</b>

*In 2022/23 fees, charges, sales and other income was £751,890.*



- 2.3 Staff cost were £77,887 above budget, which was due to the nationally set pay award and additional staff resource requirements to undertake the work of the Authority. However, the Authority did experience some staff turnover, which produced vacancy savings in specific areas.
- 2.4 The Authority's expenditure budgets are robustly monitored throughout the year; efficiency savings are continually sought. Our spending plans remain flexible and adaptable, subject to change as needed. However, delays in certain work areas and projects were experienced in the final quarter due to adverse weather conditions, which had a knock-on effect for the everyone's ability to "get work done."
- 2.5 The main variations are set out against each service in Appendix 1 and variance analysis report can be found at appendix 2; a summary of the most significant variances is set out in table 3 below.

<b>Table 3: Significant variations - running costs and project spend</b>	<b>Savings /Under spend £</b>	<b>Over spend £</b>
Travel & Transport: Ranger vehicle maintenance and specific project vehicle lease hire.		65,339
Premises: repairs and maintenance at Princetown not completed due to unforeseen issues with the fabrication of the property. Maintenance work at Parke delayed due to poor weather. Completion for both premises expected in 24/5	75,917	
Training: since the relaxation of pandemic restriction, more courses are now face-to-face. Most expenditure relates to specific projects, funded by grants, which covers the costs		15,375
Land Management: Common Cause not budgeted.		14,283
Archaeology: some (partnership) projects did not happen, delayed due to weather.	8,152	
Woodland: consultancy hire		12,931
Visitor Facilities: legal costs reimbursed, relating to backpack camping.	14,895	
Public Rights of Way: improvements to rights of way, including enabling access for all		14,117
Retail - accountancy adjustment required to record our total stock held.		14,815

Communications: design savings	5,946	
Rangers: Dartmoor Marshals funded by , Dartmoor National Park Authority in year savings and partnership contributions.		47,441
Development Management: Legal charges for works on appeals and court cases. Recruitment advertising and subscriptions costs. Planning appraisals and public notice costs		41,317
Forward Planning: Carbon footprint analysis undertaken on DNPA land		8,062
Legal costs in relation to the setting up of Charitable Foundation.		11,089
Information Technology - equipment upgrades for cyber security		6,595
Corporate Centre Costs: Audit fees costs		6,717

Note: Requests for budget carry forwards can be found in table 9

2.6 The Authority still has £350,000 in its bank account relating to a Section 106 agreement for the Chagford Masterplan developments. This money is ring-fenced and held outside of our revenue accounts.

2.7 A Project Fund (unallocated) budget of £75,000 was approved by the Authority at the start of the year. In-year allocations from the Fund are set out in table 4 below. The balance remaining at 31 March has been incorporated into the revenue surplus and will be transferred into reserves.

<b>Table 4: Project Fund</b>	<b>£</b>
	<b>(75,000)</b>
Two Moor Pine Marten	5,000
Woodland Planning Work	4,000
Holne Erosion Work	4,000
CAMS IDOX from DCC	2,573
Bittaford Access	275
Ranger iPhones	3,825
Arcspeed app	4,891
Laptop	2,539
Foxit PDF editor suite for Teams	860
Support for Climate Action Plan	7,000
Monitors for Princetown	2,700
SmallWorld Consulting	463
Radon work @ Princetown	8,086
<b>Balance</b>	<b>(28,788)</b>

2.8 In 2016 we launched the Donate for Dartmoor campaign. Table 5 below shows donations received for the last three years and how those donations have been spent or are allocated in future years.

<b>Table 5: Donate for Dartmoor</b>	<b>£</b>
<b>Balance as at 31st March 23</b>	<b>(44,407)</b>
Dartmoor Invasive project 2023/24	10,000
Standon Steps 2023/24 - Ten Tors money	3,250
<b>2023/24 Donations received</b>	<b>(15,018)</b>
<b>Balance as at 31st March 24</b>	<b>(46,175)</b>

### 3 Capital Programme and Prudential Indicators

3.1 The Authority's spend in 2023/24 and budget for 2024/25 is as follows:

<b>Table 6: Capital Program / Spend / Budget</b>	<b>2023/24</b>	<b>2024/25</b>
	<b>Outturn</b>	<b>Budget</b>
		<b>£</b>
Replacement Vehicles for Rangers	78,139	84,689
Land Purchase	845,080	
<b>Total</b>	<b>923,219</b>	<b>84,689</b>
<b>Funded From</b>	<b>£</b>	<b>£</b>
National Park Grant or Revenue Reserves	78,139	84,689
Specific Grant	877,588	
<b>Total</b>	<b>955,727</b>	<b>84,689</b>
<b>Grant unapplied reserve</b>	<b>32,508</b>	

3.2 In 2023/24 three of the Ranger vehicles have been replaced as per budget. However, the most significant expenditure was the acquisition of common land at Buckfastleigh. Towards the end of 2023, the Authority became aware of available capital funds from Defra's 'Water in Protected Landscapes' project. The Authority was successful in securing funds from this project to facilitate the land purchase, which was for sale on the open market. Although the land purchase has been completed, there remains a portion of capital earmarked for the replacements of gates and a bridge. These funds will be retained in the grant unapplied reserve until they are utilised.

3.3 As the Authority has no external borrowing, the other prudential indicators do not apply.

### 4 Reserve Balances

4.1 The level of reserve balances held is determined by our on-going work programmes and projects and by using a risk based analysis and methodology as set out at Appendix 3. Reserve funding is allocated or matched with expenditure according to project / programme requirements, but it should be noted that some projects straddle more than one financial year, or are dependent on partnerships where timing of spend is uncertain. This often results in carry forwards from year to year(s).

4.2 The net transfer to Reserves as at 31 March 2024 is £155,366 i.e. our reserves balances have increased by this much. A summary of the total opening and closing Reserve Balances is set out in table 7 below, with a more detailed analysis set out in Appendix 4 and in tables 8 and 9.

<b>2022/23 £</b>	<b>Table 7: Earmarked Reserve Balances</b>	<b>2023/24 £</b>
(2,537,742)	1 April Opening Balance	(2,928,034)
252,227	Reserves used in year (table 8)	93,763
(642,519)	Transferers to earmarked reserves at year-end for specific purposes (table 9)	(216,621)
0	Transfer to Capital Grant Unapplied Reserve	(32,508)
<b>(2,928,034)</b>	<b>Total Earmarked Reserves at 31 March</b>	<b>(3,083,400)</b>
<b>(500,000)</b>	<b>General Unallocated reserve</b>	<b>(500,000)</b>
<b>(3,428,034)</b>	<b>Total reserves balances 31 March</b>	<b>(3,583,400)</b>

4.3 The General (unallocated) Reserve will be maintained at £500,000 as previously approved by the Authority in March 2019 (NPA/19/006) as set out above.

4.4 Full details of the transfers from and to Earmarked Reserves are set out in the tables below:

<b>Table 8: Earmarked Reserve balances brought forward (used) during the 2022/23 financial year</b>	<b>£</b>
Princetown Ballroom repairs	33,382
Touchscreen Installation - visitor centre	1,050
METRIC:Tariff Soft - Car Park machine	657
METRIC:Remote Tariff Car Park Machine	63
2024 Calendar development to sell in visitor centres	1,048
Housing SPD	4,400
Woodland management	16,043
Cave Shrimp s106 ringfenced reserve funds	1000
Hill Farm Project reingfenced reserve	22,870
Dartmoor Invasive project 2023/24 - funded from Donate for Dartmoor	10,000
Standon Steps 2023/24 - Ten Tors money	3,250
<b>Total</b>	<b>93,763</b>

<b>Table 9: Amounts to be carried forward to Earmarked Reserves at 31 March 2023</b>	<b>£</b>
<b>Income:</b>	
Court Cost reimbursement	70,000
Donate for Dartmoor	15,018
<b>Contract Commitments:</b>	
Princetown Ballroom repairs	25,839
Parke Atrium and other maintenance	23,000
Legal costs	54,000
Biodiversity - Invasive species	1,593
Biodiversity Management plan - Haytor	2,000
Archeology projects	1,000
Rangers Arcspeed App upgrade	830
Access - ladder stiles	1,380
Sand Duck Cross woodland work	2,400
Public Rights of Way Path and Signage	788
Car Park meter installation - Princetown	888
Dartmeet cess pit emptying	399
Training - Independent person	180
Ranger store and Postbridge VC Lease and Rent reviews	2,000
Uppacott Fire Alarm maintenance	225
Enjoy Dartmoor distribution	1,575
Ranger vehicle decals	870
2023/24 revenue surplus	12,636
<b>Total</b>	<b>216,621</b>

## **5 Sustainability and Equality Impact**

5.1 Consideration is always given, when deciding which areas of expenditure should be supported, to equality and sustainability issues.

## **6 Conclusions**

6.1 The revenue outturn surplus (after carry forwards are taken into account) of £12,636 represents a minus 0.32% variance against the 2023/24 budget (this compares to £4,281 and a 0.11% variance in 2022/23). Due to efficient savings and increased income throughout the year, prudent financial management has ensured a call on reserves has not been required. The small surplus generated will be used to bridge the funding gap for 2024/25 budget.

6.2 Considering the Authority's record of achievement and performance reported in 2023/24, there have been some slippage in programmed work, due to poor weather conditions experienced during the winter months.

6.3 The Authority continues to maintain a robust financial position; and is demonstrating a proactive approach to building stronger partnerships, generating new income streams and financial resilience and agility. We are well placed to continue to deliver good outcomes for Dartmoor and to support and deliver against the 25 Year Environment Plan.

ANGELA STIRLAND

### **Background Papers**

NPA/AG/24/05: Financial Management 1 April to 30 December 2023 and forecast of Financial Outturn 2023/24

NPA/AG/23/011: Financial Management 1 April to 30 September 2023 and Forecast of Financial Outturn 2023/24

NPA/23/010: 2023/24 Net Revenue Budget, Medium Term Financial Plan & Capital Budget

NPA/23/011: Treasury Management Investment Strategy 2023/24

NPA/AG/23/004: Financial Outturn 2022/23

**Attachments:** **Appendix 1 2023/24 Financial Outturn Summary**  
**Appendix 2 Variance Analysis**  
**Appendix 3 Risk Based Analysis of Reserve Balances**  
**Appendix 4 Reserve Balances**

2024 05 31 AS 202324 Outturn



Function Strategy	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24	Explanation
	Original budget	Variation In-year	Revised Budget	Outturn	Year end Deficit/(Surplus)	Variance % against Budget	
	£	£	£	£	£	£	
BIO-DIVERSITY	140,032	35,043	175,075	137,369	(37,706)	-21.54%	Biodiversity Net Gain grant, associated expenditure across differing service areas
LAND MANAGEMENT	36,762	4,000	40,762	41,935	1,173	2.88%	Common Cause £10K
ELMS	0	0	0	(24,563)	(24,563)	0.00%	Income received for overhead costs and staff hours
FARMING IN PROTECTED LANDSCAPES	0	0	0	0	0	0.00%	
DYNAMIC LANDSCAPE	0	0	0	0	0	0.00%	
GREEN RECOVERY CHALLENGE FUND	0	0	0	(4,518)	(4,518)	0.00%	Final grant monies received
WOODLANDS	6,500	0	6,500	13,268	6,768	104.12%	Consultancy hire more than budgeted
HEADWATERS PROJECT	26,850	0	26,850	26,092	(758)	-2.82%	Staffing costs less than budgeted
PARTNERSHIP (ELECTRIC VEHICLE MONEY)	0	0	0	(11,335)	(11,335)	0.00%	Engagement events due to take place cancelled due to weather
PEATLANDS PROJECT	0	0	0	(105,488)	(105,488)	0.00%	Timing of income claimed, as multi year project and income received for overhead costs to be met from Hill Farm ring fenced reserves
HILL FARM PROJECT	14,646	0	14,646	37,516	22,870	156.15%	
<b>NATURAL ENVIRONMENT</b>	<b>224,790</b>	<b>39,043</b>	<b>263,833</b>	<b>110,276</b>	<b>(153,557)</b>	<b>-58.20%</b>	
ARCHAEOLOGY	124,223	0	124,223	124,085	(138)	-0.11%	
BUILT ENVIRONMENT	47,262	0	47,262	49,778	2,516	5.32%	Pay award rate above budgeted amount
UPPACOTT	18,614	0	18,614	12,088	(6,526)	-35.06%	Rental income and reduction in Council Tax due to occupancy of the property
<b>CULTURAL HERITAGE</b>	<b>190,099</b>	<b>0</b>	<b>190,099</b>	<b>185,951</b>	<b>(4,148)</b>	<b>-2.18%</b>	
VISITOR FACILITIES	60,631	720	61,351	(22,489)	(83,840)	-136.66%	Car parking income forecast to be more than budgeted. Vacancy savings.
ACCESS & RECREATION	121,412	0	121,412	116,369	(5,043)	-4.15%	Staff sabbatical savings
PROW	112,586	6,098	118,684	126,766	8,082	6.81%	Standon steps bridge repair. CAMS software update
SUSTAINABLE TOURISM & TRANSPORT	4,400	0	4,400	2,250	(2,150)	-48.86%	Funds set aside for contribution to Hoppa service not utilised
<b>RECREATION MANAGEMENT</b>	<b>299,029</b>	<b>6,818</b>	<b>305,847</b>	<b>222,896</b>	<b>(82,951)</b>	<b>-27.12%</b>	
VISITOR CENTRES	216,190	1,050	217,240	263,177	45,937	21.15%	Princetown VC staff costs
RETAIL	(36,543)	1,048	(35,495)	(53,395)	(17,900)		Income generated above budgeted
COMMUNICATIONS	191,413	2,539	193,952	182,220	(11,732)	-6.05%	vacancy savings and design work less than budgeted
EDUCATION	134,735	0	134,735	137,226	2,491	1.85%	Pay award rate above budgeted amount.
<b>PROMOTING UNDERSTANDING</b>	<b>505,795</b>	<b>4,637</b>	<b>510,432</b>	<b>529,228</b>	<b>18,796</b>	<b>3.68%</b>	
RANGERS	464,519	8,716	473,235	505,143	31,908	6.74%	Pay award rate above budgeted amount and additional staffing to meet resources requirement
CONSERVATION WORKS SERVICE	156,656	0	156,656	129,126	(27,530)	-17.57%	Vacancy savings and rebate on business rates for Moorland View
<b>RANGERS, ESTATES &amp; VOLUNTEERS</b>	<b>621,175</b>	<b>8,716</b>	<b>629,891</b>	<b>634,269</b>	<b>4,378</b>	<b>0.70%</b>	
DEVELOPMENT MANAGEMENT	434,186	860	435,046	598,690	163,644	37.62%	Additional legal work for appeals and court cases. Additional staff costs. Planning fees income forecast less than budgeted.
<b>DEVELOPMENT MANAGEMENT</b>	<b>434,186</b>	<b>860</b>	<b>435,046</b>	<b>598,690</b>	<b>163,644</b>	<b>37.62%</b>	
FORWARD PLANNING & COMMUNITY	187,240	11,400	198,640	55,790	(142,850)	-71.91%	New homes bonus income from South Hams and West Devon District councils. Vacancy savings
<b>FORWARD PLANNING</b>	<b>187,240</b>	<b>11,400</b>	<b>198,640</b>	<b>55,790</b>	<b>(142,850)</b>	<b>-71.91%</b>	
CORPORATE CENTRE	355,190	0	355,190	255,810	(99,380)	-27.98%	Treasury Deposit Interest & Donate for Dartmoor to be carried forward
<b>CORPORATE &amp; DEMOCRATIC CORE</b>	<b>355,190</b>	<b>0</b>	<b>355,190</b>	<b>255,810</b>	<b>(99,380)</b>	<b>-27.98%</b>	
INFORMATION TECHNOLOGY	212,696	2,700	215,396	206,505	(8,891)	-4.13%	Vacancy savings. Recruitment advertising and IT hardware equipment.
CORPORATE OPERATING COSTS	139,366	0	139,366	140,870	1,504	1.08%	Hospitality offset by sale of pool car
ADMIN & FINANCE	200,152	0	200,152	204,072	3,920	1.96%	Pay award rate above budgeted amount
LEGAL	75,000	0	75,000	86,089	11,089	14.79%	Associated expenditure for the formation of the charitable foundation
HUMAN RESOURCES	194,084	8,549	202,633	207,217	4,584	2.26%	Pay award rate above budgeted amount.
OFFICE ACCOMMODATION (PARKE)	150,426	0	150,426	123,510	(26,916)	-17.89%	Atrium roof repair and painting delays due to weather
OFFICE ACCOMMODATION (PRINCETOWN)	62,919	33,382	96,301	63,695	(32,606)	-33.86%	Ballroom repair delays, commitment will be carried forward.
<b>CORPORATE SERVICES</b>	<b>1,034,643</b>	<b>44,631</b>	<b>1,079,274</b>	<b>1,031,958</b>	<b>(47,316)</b>	<b>-4.38%</b>	
Project Fund	75,000	(46,212)	28,788	0	(28,788)	-100.00%	
Revenue Contribution to Capital Expenditure				78,139	78,139		Purchase of Ranger vehicles
<b>NET EXPENDITURE</b>	<b>3,927,147</b>	<b>69,893</b>	<b>3,997,040</b>	<b>3,703,007</b>	<b>(294,033)</b>		
<b>Funded By</b>							
National Park Grant	(3,825,865)		(3,825,865)	(3,825,865)	0		
Reserve balances b/fwd & used during the year	(101,282)	(69,893)	(171,175)	(93,763)	77,412		
Amounts to be carried forward to Earmarked				203,985	203,985		
<b>Total Funding</b>	<b>(3,927,147)</b>	<b>(69,893)</b>	<b>(3,997,040)</b>	<b>(3,715,643)</b>	<b>281,397</b>		
				0			
<b>REVENUE EXPENDITURE</b>	<b>3,927,147</b>	<b>69,893</b>	<b>3,997,040</b>	<b>(12,636)</b>	<b>(12,636)</b>	<b>-0.32%</b>	

VARIANCE ANALYSIS	Salaries	Travel & Subsistence	Premises	Transport	Supplies & Services	Expenditure Overspend (Underspend)	Grants	Sales Fees & Charges	Income Deficit (Surplus)	Total Variance Deficit (Surplus)	Explanation
	£	£	£	£	£	£	£	£	£	£	
BIO-DIVERSITY	12,593	(489)		187	367	12,658	(50,364)		(50,364)	(37,706)	Biodiversity Net Gain grant, associated expenditure across differing service areas
LAND MANAGEMENT	(6,789)	(484)			14,283	7,010		(5,837)	(5,837)	1,173	Common Cause £10K
ELMS	19,359				64,267	83,669	(108,232)		(108,232)	(24,563)	Overhead reimbursement, expenditure over multiple core service areas
FARMING IN PROTECTED LANDSCAPES	(11,929)	132			11,797	0			0	0	
GREEN RECOVERY CHALLENGE FUND				449	(4,688)	(4,239)	(279)		(279)	(4,518)	Timing of income regarding closure of project.
WOODLANDS	537	0			12,931	13,468		(6,700)	(6,700)	6,768	consultancy hire more than budgeted
HEADWATERS PROJECT	(40,396)	1,187		8,152	80,025	48,968	(49,726)		(49,726)	(758)	Staffing costs less than budgeted
DARTMOOR LANDSCAPE PARTNERSHIP BID						0			0	0	
PARTNERSHIP (ELECTRIC VEHICLE MONEY)	80,568	6,856			21,064	108,488	(119,823)		(119,823)	(11,335)	Engagement events due to take place cancelled due to weather
PEATLANDS PROJECT	(1,791)	2,441		33,144	2,565	36,359	(141,847)		(141,847)	(105,488)	Timing of income claimed, as multi year project and income received for overhead costs
HILL FARM PROJECT	(8,052)	3,179		1,779	71,285	68,191	(45,321)		(45,321)	22,870	to be met from Hill Farm ring fenced reserves
<b>NATURAL ENVIRONMENT</b>	<b>44,100</b>	<b>12,865</b>	<b>0</b>	<b>43,711</b>	<b>273,896</b>	<b>374,572</b>	<b>(515,592)</b>	<b>(12,537)</b>	<b>(528,129)</b>	<b>(153,557)</b>	
ARCHAEOLOGY	1,780	547		131	(8,152)	(5,694)	10,656	(5,100)	5,556	(138)	
BUILT ENVIRONMENT	1,052	108			1,356	2,516		0	0	2,516	Pay award rate above budgeted amount
UPPACOTT		230	(51)		45	224		(6,750)	(6,750)	(6,526)	Rental income and reduction in Council Tax due to occupancy of the property
<b>CULTURAL HERITAGE</b>	<b>2,832</b>	<b>885</b>	<b>(51)</b>	<b>131</b>	<b>(6,751)</b>	<b>(2,954)</b>	<b>10,656</b>	<b>(11,850)</b>	<b>(1,194)</b>	<b>(4,148)</b>	
VISITOR FACILITIES	(11,665)	(99)	464	4	(14,896)	(26,192)	0	(57,648)	(57,648)	(83,840)	Car parking income forecast to be more than budgeted. Vacancy savings.
ACCESS & RECREATION	(4,678)	843		181	1,611	(2,043)	(3,000)		(3,000)	(5,043)	Staff sabbatical savings
PROW	(2,898)	13			14,117	11,232	(3,150)		(3,150)	8,082	Standon steps bridge repair. CAMS software update
SUSTAINABLE TOURISM & TRANSPORT	0	0			(2,150)	(2,150)		0	0	(2,150)	Funds set aside for contribution to Hoppa service not utilised
<b>RECREATION MANAGEMENT</b>	<b>(19,241)</b>	<b>757</b>	<b>464</b>	<b>185</b>	<b>(1,318)</b>	<b>(19,153)</b>	<b>(6,150)</b>	<b>(57,648)</b>	<b>(63,798)</b>	<b>(82,951)</b>	
VISITOR CENTRES	41,852	(140)	539		4,587	46,838	0	(901)	(901)	45,937	Princetown VC staff costs
RETAIL	(6,316)	99			14,815	8,598		(26,498)	(26,498)	(17,900)	Vacancy savings and income generated from retail sales
COMMUNICATIONS	(6,006)	(480)			(5,946)	(12,432)		700	700	(11,732)	Vacancy savings and design expenditure less than budgeted
EDUCATION	8,143	42		21	(482)	7,724		(5,233)	(5,233)	2,491	Pay award
<b>PROMOTING UNDERSTANDING</b>	<b>37,673</b>	<b>(479)</b>	<b>539</b>	<b>21</b>	<b>12,974</b>	<b>50,728</b>	<b>0</b>	<b>(31,932)</b>	<b>(31,932)</b>	<b>18,796</b>	
RANGERS	(3,041)	922	(350)	3,947	47,440	48,918	(16,500)	(510)	(17,010)	31,908	Marshall costs
CONSERVATION & ACCESS VOLUNTEERS				0		0			0	0	
CONSERVATION WORKS SERVICE	(7,444)	0	(24,103)	2,728	1,289	(27,530)		0	0	(27,530)	Vacancy savings and reimbursement of business rates for Moorland View.
<b>RANGERS, ESTATES &amp; VOLUNTEERS</b>	<b>(10,485)</b>	<b>922</b>	<b>(24,453)</b>	<b>6,675</b>	<b>48,729</b>	<b>21,388</b>	<b>(16,500)</b>	<b>(510)</b>	<b>(17,010)</b>	<b>4,378</b>	
DEVELOPMENT MANAGEMENT	90,168	(209)		81	41,317	131,357		32,287	32,287	163,644	Additional legal work for appeals and court cases. Additional staff costs. Planning fees income less than budgeted.
<b>DEVELOPMENT MANAGEMENT</b>	<b>90,168</b>	<b>(209)</b>	<b>0</b>	<b>81</b>	<b>41,317</b>	<b>131,357</b>	<b>0</b>	<b>32,287</b>	<b>32,287</b>	<b>163,644</b>	
FORWARD PLANNING & COMMUNITY	(61,274)	(428)		0	8,062	(53,640)	0	(89,210)	(89,210)	(142,850)	New homes bonus income from South Hams and West Devon District councils.
<b>FORWARD PLANNING</b>	<b>(61,274)</b>	<b>(428)</b>	<b>0</b>	<b>0</b>	<b>8,062</b>	<b>(53,640)</b>	<b>0</b>	<b>(89,210)</b>	<b>(89,210)</b>	<b>(142,850)</b>	Vacancy savings
CORPORATE CENTRE	(746)	(251)		914	6,718	6,635		(106,015)	(106,015)	(99,380)	Treasury deposits interest higher than budgeted, offset by increased costs for Audit fees.
<b>CORPORATE &amp; DEMOCRATIC CORE</b>	<b>(746)</b>	<b>(251)</b>	<b>0</b>	<b>914</b>	<b>6,718</b>	<b>6,635</b>	<b>0</b>	<b>(106,015)</b>	<b>(106,015)</b>	<b>(99,380)</b>	
INFORMATION TECHNOLOGY	(15,156)	(529)		0	6,594	(9,091)		200	200	(8,891)	Vacancy savings. Recruitment advertising and IT hardware equipment.
CORPORATE OPERATING COSTS			0	230	4,900	5,130		(3,626)	(3,626)	1,504	Sale of pool vehicle. Transport costs reduced due to new electric vehicles.
ADMIN & FINANCE	3,382	4			534	3,920		0	0	3,920	Hospitality costs higher than expected. Professional fees and printing and stationery costs less than budgeted
LEGAL	0	0			11,089	11,089		0	0	11,089	Pay award
HUMAN RESOURCES	5,914	(146)			16,792	22,560		(17,976)	(17,976)	4,584	Dartmoor Foundation setup legal costs to be met from in year savings
OFFICE ACCOMMODATION (PARKE)	720		(27,636)			(26,916)		0	0	(26,916)	Pay award
OFFICE ACCOMMODATION (PRINCETOWN)			(24,779)			(24,779)		(7,827)	(7,827)	(32,606)	Atrium repairs and maintenance not done due to poor weather.
<b>CORPORATE SERVICES</b>	<b>(5,140)</b>	<b>(671)</b>	<b>(52,415)</b>	<b>230</b>	<b>39,909</b>	<b>(18,087)</b>	<b>0</b>	<b>(29,229)</b>	<b>(29,229)</b>	<b>(47,316)</b>	Repair work delays and business rate relief for the retail. Additional rental income received.
PROJECT FUND						(28,788)			0	(28,788)	
RESERVE MOVEMENTS						0			0	281,397	
PROPERTY, PLANT AND EQUIPMENT					0	0			0	78,139	Purchase of Ranger vehicles
<b>REVENUE EXPENDITURE</b>	<b>77,887</b>	<b>13,391</b>	<b>(75,916)</b>	<b>51,948</b>	<b>423,536</b>	<b>462,058</b>	<b>(527,586)</b>	<b>(306,644)</b>	<b>(834,230)</b>	<b>(12,636)</b>	

<b>2020/21 RESERVES: RISK BASED ANALYSIS</b>	<b>2023/24 Closing Balance</b>
	<b>£'000</b>
<b>Grants &amp; Contributions with Restrictions carried forward:</b>	
Grants & Contributions with Restrictions	(410)
<b>Employees:</b>	
Maternity / Paternity Cover / Pay Awards	(52)
<b>Costs &amp; Awards:</b>	
Appeals / Public Enquiries / Litigation	(320)
<b>Loss of Income and / or Price Increases:</b>	
Reduced Sales, Fees & Charges or Inflation cost	(35)
<b>Capital - Property:</b>	
Repairs & maintenance (sinking fund)	(200)
<b>Capital - Vehicles</b>	
Provision for future replacement of vehicles (sinking fund)	(102)
<b>Capital Receipts Reserve</b>	(21)
<b>Capital Grant Unapplied</b>	(33)
Climate Change	(50)
<b>Known Commitments/Contracts</b>	
Local Plan Review	(20)
National Park Management Plan	(25)
Contracts - work in progress	(124)
<b>Match Funding Reserve</b>	
Cash Flow Management of Externally funded projects	(236)
South West Peatland Partnership	(125)
Archaeological Excavation on Dartmoor	(90)
Dartmoor Trust digitising DNPA photographic archive	(20)
Dartmoor Foundation	(150)
Dynamic Landscape	(100)
Public Arts Project	0
Unallocated fund balance	(29)
<b>Revenue</b>	
Invest to save and / or Generate Projects	(34)
Revenue Outturn Surplus - to be reallocated	(907)
<b>General Reserve - Minimum amount to cover unanticipated costs / emergencies</b>	<b>(500)</b>
<b>Total Reserve Balance</b>	<b>(3,583)</b>

**GENERAL FUND RESERVE BALANCES**

Appendix 4 to Report No. NPA/AG/24/001

GENERAL FUND RESERVE BALANCES	2023/24 Opening Balance	2023/24 Transfers Out	2023/24 Transfers within	2023/24 Transfers In	2023/24 Closing Balance	2024/25 Forecast Movements	2025/26 Forecast Movements	2026/27 Forecast Movements	2026/27 Forecast Closing Balance	Notes
	£	£	£	£	£	£	£	£	£	
<b>Ringfenced External Grants &amp; Contributions with Restrictions</b>										
Hill Farm Project (Princes Countryside Fund)	(81,825)	22,870			(58,955)	53,152			(5,803)	Cash balances are carried forward at each year end as allocated to expenditure
Communities Fund Grant (from District Councils)	(95,567)				(95,567)	48,670	46,897		0	Cash balances are carried forward at each year end as allocated to expenditure
Beacon Park affordable housing	(102,200)				(102,200)	102,200			0	to be used for affordable housing within the next 4 years
DCLG - Neighbourhood Planning Grant	(10,000)				(10,000)	10,000			0	Community planning referendums
DCLG - Unringfenced Grants	(84,940)				(84,940)	84,940			0	
Donate for Dartmoor Balances (public donations)	(44,407)	13,250		(15,018)	(46,175)				(46,175)	Cash balances are carried forward at each year end as allocated to expenditure
Cave Shrimp S106	(5,000)	1,000			(4,000)				(4,000)	
Moor Medieval book sales	(3,027)				(3,027)				(3,027)	
Defence infrastructure - River Tavey bridge feasibility	(5,000)				(5,000)	5,000			0	
<b>Budget Management Fund - Provisions (risk based)</b>										
Employees	(52,000)				(52,000)				(52,000)	See risk assessment for breakdown
Costs and Awards: Appeals/Public Enquiries/Litigation	(250,000)			(70,000)	(320,000)				(320,000)	See risk assessment for breakdown
Loss of Income and Inflation	(34,500)				(34,500)				(34,500)	See risk assessment for breakdown
Invest to Save and / or Generate Projects	(33,733)				(33,733)				(33,733)	
Climate Change /Emergency Declaration	(50,000)				(50,000)				(50,000)	
Annual Revenue Outturn	(894,997)			(12,636)	(907,633)	409,047			(498,586)	
<b>Capital Expenditure Fund</b>										
Vehicles - Sinking Fund - Replacement	(127,321)		25,055		(102,266)	1,000			(101,266)	Ranger vehicles
Property - Sinking Fund - Repairs & Maintenance	(200,000)				(200,000)				(200,000)	
Purchase of New Server	25,055		(25,055)		0				0	
<b>Known Commitments</b>										
National Park Management Plan	(25,590)				(25,590)	25,590			0	C/Fwd to be used as required
Conservation Volunteers - DNPA Commitment	(5,000)				(5,000)				(5,000)	C/fwd from 2019/20 to be used as match funding
Local Plan	(20,000)				(20,000)	20,000			0	
Commitments to carry forward	(56,643)	56,643		(118,967)	(118,967)	118,967			0	
<b>Capital Receipts Unapplied</b>	(20,769)				(20,769)				(20,769)	Ranger vehicles
<b>Capital Grants Unapplied</b>				(32,508)	(32,508)	32,508			(0)	Buckfastleigh Common
<b>Match Funding Reserve</b>										
Cash Flow management of external funding bids	(236,500)				(236,500)				(236,500)	To cover cash flow delay when claiming in arrears
Public Arts Project 2020	(120,000)		120,000		0				0	NPA/19/015 - project finished
Archaeological Excavation on Dartmoor			(90,000)		(90,000)	90,000			0	NPA/24/23
South West Peatland Partnership	(125,000)				(125,000)				(125,000)	NPA/21/020
Dartmoor Trust digitising DNPA photographic archive	0		(20,000)		(20,000)				(20,000)	
Dartmoor Foundation	0		(150,000)		(150,000)	50,000	50,000	50,000	0	
Dynamic Landscape	0		(100,000)		(100,000)				(100,000)	
Unallocated fund balance	(269,070)		240,000		(29,070)				(29,070)	
<b>Total Earmarked Reserves</b>	<b>(2,928,034)</b>	<b>93,763</b>	<b>0</b>	<b>(249,129)</b>	<b>(3,083,400)</b>	<b>1,051,074</b>	<b>96,897</b>	<b>50,000</b>	<b>(1,885,429)</b>	
<b>General Reserve (unallocated emergency reserve)</b>	<b>(500,000)</b>				<b>(500,000)</b>				<b>(500,000)</b>	
<b>Total General Fund Balance</b>	<b>(3,428,034)</b>	<b>93,763</b>	<b>0</b>	<b>(249,129)</b>	<b>(3,583,400)</b>	<b>1,051,074</b>	<b>96,897</b>	<b>50,000</b>	<b>(2,385,429)</b>	



NPA/AG/24/002

Dartmoor National Park Authority  
Audit & Governance Committee  
31 May 2024

## The Local Code of Corporate Governance and 2023/24 Annual Governance Statement

Report of the Head of Business Support

Recommendation: **That Members:**

- (i) **Consider and approve the assessment of the Authority's governance arrangements as set out in the Local Code of Corporate Governance at Appendix 1; and**
- (ii) **Approve the 2023/24 Annual Governance Statement at Appendix 2**

### 1 Background

- 1.1 "Governance" is about how public sector bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.
- 1.2 The Authority has based its corporate governance arrangements on the Framework "Delivering Good Governance in Local Government" produced by CIPFA (The Chartered Institute of Public Finance and Accountancy) and SOLACE (the Society of Local Authority Chief Executives).
- 1.3 The Framework and the core principles and sub principles that underpin the Local Code of Corporate Governance are set out so that we can demonstrate:
  - *that resources are directed in accordance with agreed policy and according to priorities;*
  - *that there is sound and inclusive decision making; and*
  - *that there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.*

### 2 Annual Review

- 2.1 The Local Code demonstrates how the Authority operates against the governance principles in the CIPFA framework. Producing an Annual Governance Statement (AGS) is a requirement of the Framework and of *regulation 4(2) of the Accounts and Audit (England) Regulation* in relation to the publication of a statement on internal control.

2.2 The Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control; and is also required to report publicly, on an annual basis:

- its compliance with its Local Code;
- the effectiveness of its governance arrangements; and
- any planned changes.

The review of the effectiveness of the system of internal control is informed by the work of Leadership Team and other officers who have responsibility for the development and maintenance of the governance environment.

2.3 The main framework (systems and processes) that make up the Authority's governance arrangements include:

- Standing Orders, Scheme of Delegation, Financial Regulations, Procurement Procedures, Anti-Fraud and Corruption Strategy, Confidential Reporting Policy (Whistleblowing) etc;
- the Business Planning process;
- Production of the annual Budget and Medium-term Financial Plan to reflect the priorities and actions in the Business Plan;
- The regular monitoring and reporting in public of performance against objectives, targets, and performance indicators;
- The monitoring and reporting of progress in relation to the National Park Management Plan;
- Performance appraisals of staff, including the setting of actions designed to deliver the objectives in the Business Plan;
- The maintenance and monitoring of the Strategic Risk Register;
- The maintenance of the Local Code of Corporate Governance;
- The continual refreshment, through review, of the Authority's suite of policy and strategy documents;
- Training delivered through the year to Members and to officers;
- External and Internal Audit.

2.4 The Authority has not had to alter its governance arrangements or its systems of internal control during the 2023/24. Our business continued as usual through adapted ways of working, with staff continuing a blended approach to either work at home, in the office or a mixture of both. Committee meetings, working panels and other meetings are on a face-to-face basis, but external speakers have the ability to attend remotely via Teams. Our current governance arrangements and systems of internal control have remained fit for purpose.

2.5 CIPFA's Financial Management Code, published in 2021/22 'the Code' has been designed to support good and sustainable financial management in local authorities. By complying with the principles and standards within the Code, authorities will be able to demonstrate their financial sustainability and provide assurance that they are managing resources effectively. The Code requires authorities to confirm that the processes they have in place satisfy the principles of good financial management. It identifies risks to financial sustainability and introduces a framework of assurance. Whilst compliance with the Code is not itself a statutory responsibility, CIPFA has made clear that these are minimum standards, and therefore

‘compliance with them is obligatory if a local authority is to meet its statutory responsibility for sound financial administration’.

- 2.6 An assessment of the current level of compliance has been undertaken and the overall conclusion is that the Authority’s governance and financial processes and controls meet the requirements of the Code. There are of course always areas where we could make improvements and these have been included in the action plan in the draft AGS.
- 2.7 The Authority’s Local Code of Corporate Governance can be found at Appendix 1 and the draft AGS for 2023/24 can be found at Appendix 2. Members are invited to comment and / or propose amendments to either or both and to agree the Action Plan in the draft AGS.

### **3 Sources of Assurance**

- 3.1 Authority Members need to look for assurance that proper governance arrangements are in place, and this report is part of that process. The Local Code refers to the various sources of assurance which are made available on our Website and directly to Members via the intranet or committee reports.
- 3.2 Members may also wish to refer to the external auditor’s audit findings report (as considered at the meeting of the Authority 5 April 2024) which led to an unqualified opinion on the truth and fairness of the Authority’s financial statements and a positive audit opinion as a conclusion to their value-for-money review. The Value for money review is based on an assessment of whether the Authority has proper arrangements for securing financial resilience, and proper arrangements for challenging how economy, efficiency and effectiveness are secured.
- 3.3 Members may also refer to the reports presented to this committee by Internal Audit during the year. The Head of Internal Audit has concluded that the Authority continues to operate at a ‘high standard’ - *“A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.”*
- 3.4 The three statutory officers of the Authority (the Chief Executive, Chief Finance Officer and Monitoring Officer) have independent legal obligations which include reporting on any matters where the probity or legality of the Authority’s actions or proposed actions is at stake. To date no such reports have been necessary. The Chair of Audit and Governance Committee has also been consulted during the annual review process.

### **4 Conclusion**

- 4.1 The Authority has carried out a robust review of its Governance arrangements, and is satisfied that:
- The system of internal control is sound and fit for purpose;
  - The Authority has put in place proper and sound arrangements to detect and deter fraud and corruption;

- That adequate and effective arrangements are in place to ensure the legality of business transactions; and
- That the Authority's Local Code of Corporate Governance and governance arrangements in place are fit for purpose and compliant with the CIPFA framework "Delivering Good Governance in Local Government".

ANGELA STIRLAND

**Attachments: Appendix 1 - Local Code of Corporate Governance  
Appendix 2 – 2023/24 Annual Governance Statement**

2024 05 31 AS Local Code of Corporate Governance and AGS





**DARTMOOR NATIONAL PARK AUTHORITY**  
**LOCAL CODE OF CORPORATE GOVERNANCE**

**Adopted: December 2009**

**Reviewed: April 2014, March 2017, May 2018, May 2019, May 2020, May 2021, May 2022, May 2023, May 2024**

## Introduction

Every local government body operates through a governance framework which brings together an underlying set of legislative requirements, governance principles and management processes. Corporate governance arrangements encompass all of the policies and procedures that determine and control the way the authority operates. Good governance leads to good management, good performance, good stewardship of public money, good public engagement and, ultimately, good outcomes from the services provided.

The foundation of the Dartmoor National Park Authority's corporate governance arrangements can be traced directly to the "Good Governance Standard for Public Services" published by the Independent Commission on Good Governance in Public Services in January 2005, and subsequently refined for local government through a framework promulgated in 2007 by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE).

In December 2009, the Authority adopted its own governance principles, customised to its own needs and circumstances from this framework. Since then, local government has been subject to continued reform to improve local accountability and engagement, and in 2016 CIPFA and SOLACE produced a revised framework "Delivering Good Governance".

This framework defines the principles that should underpin the governance of each local government body and provides a structure which should assist individual authorities with their governance arrangements.

### The Core Principles are:

- Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law;
- Principle B: Ensuring openness and comprehensive stakeholder engagement;
- Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits;
- Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes;
- Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it;
- Principle F: Managing risks and performance through robust internal control and strong public financial management;
- Principle G: Implementing good practice in transparency, reporting and audit to deliver effective accountability.

In addition to the ***overarching requirements for acting in the public interest*** in Core Principles A and B, achieving good governance also requires a commitment to Core Principles C to G. In order to translate these principles into practice, the Authority needs

to operate through a clear Corporate Governance policy supported by a Local Code of Corporate Governance.

### **The Authority's Values**

Dartmoor National Park Authority will apply the following values to all its work:

1 Strong and Fair Leadership

Members and Officers will provide strong and effective leadership and provide a clear vision for the organisation, acting as champions for Dartmoor National Park, both within the Park and beyond.

2 Integrity

We will strive to ensure that our relationships with the public, partners and each other are founded on honesty transparency, impartiality and consistency. We welcome and respect diversity and will demonstrate equality in all aspects of our work.

3 Involvement

We will seek to be open and approachable and proactively seek participation from all sectors of society in achieving our statutory purposes.

4 Accountability

We will take responsibility for our decisions and ensure all decisions and actions of the Authority are open and transparent, with clear reasons.

5 Improvement

We will endeavour to continually improve our performance in delivering National Park purposes and welcome feedback to help us achieve this.

6 Valuing People

We value the people who work for us and will ensure staff, Members and volunteers are equipped to undertake their roles effectively.

7 Action Focused

We will remain focused on our agreed priorities and doing what we say.

### **Responsibilities**

**Members** of the Authority are collectively and individually responsible for good governance. Primary responsibility lies with the Chair who has a key role in ensuring there is a culture within the organisation which reflects its values. The Chair is supported in this role by all members, but particularly the Deputy Chair and the Chairs of the committees and sub-committees of the Authority.

The Audit & Governance Committee is responsible for advising the Authority on its corporate governance policies and agenda and implementing and managing the Authority's agreed policies in this area. It will receive an annual governance report incorporating the Annual Governance Statement. The Standards Sub-Committee is responsible for the oversight of ethical issues.

**Officers** of the Authority are responsible for following the policies and procedures of the Authority in support of the Governance arrangements. Particular responsibility is vested in the "Statutory Officers", namely the Chief Executive as Head of Paid Service, the S151 officer who has responsibility for the financial affairs of the Authority and the Monitoring Officer. The lead officer on Governance issues is the Monitoring Officer.

**Internal and external auditors** are responsible for assessing the Authority's governance arrangements and providing assurance to Members through audit reports and the Annual Governance Report.

## LOCAL CODE OF CORPORATE GOVERNANCE

<b>Principle A: Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law</b>	
<b>Supporting Principles:</b>	<b>Evidenced by:</b>
<p><b><u>Behaving with integrity</u></b></p> <p>Ensuring Members and Officers behave with integrity and lead a culture where acting in the public interest is visibly demonstrated thereby protecting the reputation of the Authority.</p> <p>Ensuring Members and Officers take a lead in establishing specific standard principles or values for the organisation (based on seven Nolan Principles)</p> <p>Leading by example and using the principles as framework for all actions and decisions</p> <p>Demonstrating, communicating and embedding the standard operating principles through appropriate policies and processes, which are regularly reviewed to ensure effectiveness.</p>	<p>Member &amp; Officer Codes of Conduct            Officer and Member Induction programme            Officer and Member processes appraisal            Organisational Development Strategy            Communications Strategy            Statement of Community Involvement            Mission Statement and Core Values in Business            Plan &amp; Partnership Plan            Standing Orders            Register of Interests &amp; declaration at meetings            Declaration of gifts and Hospitality            Record of decisions made            Appointment of Independent Persons to Standards Sub-Committee            Arrangements for dealing with complaints and regular review to make changes and improvements            Declaration of interests made at meetings            Scheme of Delegation, and records of decisions            Financial Regulations &amp; Procurement Procedures            Confidential Reporting Policy - Whistleblowing            Anti-fraud &amp; Corruption Policy</p>
<p><b><u>Demonstrating strong commitment to ethical values</u></b></p> <p>Seeking to establish, monitor and maintain the Authority's ethical standards and performance</p> <p>Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the Authority's culture and operation</p> <p>Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values</p> <p>Ensuring that external providers of services on behalf of the Authority act with the integrity and ethical standards expected by the Authority</p>	<p>Organisational Development Strategy            Member Role Description            Codes of conduct            Staff and Member Appraisal process            Equal Opportunities Policy Statement            HR policies            Fair Trade and sustainability principles embedded in procurement policy            Contractor vetting            Partnership arrangements backed up with robust formal legal agreements, setting out roles, responsibilities and behaviours</p>

<p><b><u>Respecting the rule of law</u></b></p> <p>Ensuring Members and Officers demonstrate strong commitment to the rule of law</p> <p>Creating the conditions for the three Statutory Officers and Members to fulfil their regulatory responsibilities</p> <p>Striving to optimise the use of full powers available for the benefit of stakeholders</p> <p>Dealing effectively with breaches of legal or regulatory provisions</p> <p>Ensuring corruption and misuse of powers are dealt with effectively</p>	<p>Standing Orders and Scheme of Delegation</p> <p>Role of three Statutory Officers</p> <p>Role of Monitoring Officer to report on illegality</p> <p>Role of Chief Financial Officer to report on unlawful expenditure</p> <p>Appointment of Internal and External Auditors and reporting arrangements in place to Audit and Governance Committee</p> <p>Annual Governance Review and Statement</p> <p>Registration of Related Party Transactions</p> <p>Declarations of lobbying and of interests at committee meetings</p> <p>Transparency about business dealings between the Authority, Members and senior Staff</p> <p>Record of decisions and legal advice given</p> <p>Anti-Fraud and Corruption Policy</p> <p>Confidential Reporting (Whistleblowing ) procedures</p>
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<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>	
<b>Supporting Principles:</b>	<b>Evidenced by:</b>
<p><b><u>Openness</u></b></p> <p>Ensuring an open culture through demonstrating, documenting and communicating our commitment to openness.</p> <p>Making decisions that are open and transparent; presumption against confidentiality without justification</p> <p>Providing clear reasoning and evidence relating to actions and decisions, and ensuring the impact and consequences are clear</p> <p>Using formal and informal consultation and engagement to determine the most appropriate courses of action</p>	<p>Compliance with the Freedom of Information Act Access to Information arrangements Agreed actions to comply with the Openness of Local Government Regulations 2014 Agreed actions to implement the requirements of the Data Transparency Code and arrangements for the information to be available on the website Adoption of the ICO's standard Publication Scheme</p> <p>Publication of agendas, reports and minutes for the Authority and its Committees on the website Record of decisions made published on the website</p> <p>Published calendar of meetings and internal corporate calendar to ensure timetable met Reports include legal, financial, and human resources (HR) equality implications where necessary. Record of discussion and decisions recorded in minute and published on website Residents (and other) Surveys Consultations undertaken on range of service delivery matters and strategic plans Formal and informal consultation Partnership Plan Steering Group and Delivery Board Local Plan consultations Stakeholder consultations Attendance by Officers and Members at Parish Council meetings National Park Forum Dartmoor Farmers Forum Parish Council workshops Local Access Forum</p>

<p><b><u>Engaging comprehensively with institutional stakeholders</u></b></p> <p>Ensuring that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.</p> <p>Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.</p> <p>Ensuring that partnerships are based on trust, a shared commitment to change, and a culture that promotes and accepts challenge among partners; the added value of partnership is explicit</p>	<p>Communications Strategy</p> <p>Corporate Contacts database to enable engagement with stakeholders for correct purposes</p> <p>Partnership arrangements backed up with robust formal legal agreements, setting out roles, responsibilities and behaviours</p>
<p><b><u>Effective engagement with individual citizens and service users</u></b></p> <p>Establishing a clear policy on consultation with stakeholders to ensure service provision contributes to intended outcomes</p> <p>Ensuring communication methods are effective in relation to community engagement</p> <p>Encouraging, collecting and evaluating the views of stakeholders including reference to future needs</p> <p>Implementing effective feedback mechanisms and ensuring inclusivity of all feedback</p> <p>Balancing feedback from more active stakeholder groups with other groups to ensure inclusivity.</p> <p>Taking account of impact of decisions on future generations of taxpayers/service users</p>	<p>Communications Strategy. Use of social media channels Statement of Community Involvement Public consultations undertaken as required, well publicised and results and feedback reported to the Authority</p> <p>Formal and informal consultation: Partnership Plan Local Plan Stakeholders Dartmoor Climate Assembly (February 2020). Climate change youth group Attendance by Officers and Members at Parish Council meetings National Park Forum Farm Dartmoor (formerly Hill Farm Project) Steering Group and workshop sessions. Parish Council workshops Local Access Forum</p>



<b>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</b>	
<b>Supporting principles:</b>	<b>Evidenced by:</b>
<p><b><u>Defining Outcomes</u></b></p> <p>Having a clear vision as an agreed formal statement of the Authority's purpose and intended outcomes</p> <p>Specifying the intended impact on stakeholders</p> <p>Delivering defined outcomes on a sustainable basis within resources</p> <p>Identifying and managing risks to the achievement of outcomes</p> <p>Managing service users expectations with regard to determining priorities</p>	<p>The Authority's role defined by the two statutory purposes and the duty; and the Mission Statement &amp; Vision in the National Park Management Plan and Business Plan.</p> <p>Service Plans and individual work programmes</p> <p>The Partnership Plan: developed together with partners, stakeholders and community involvement - sets 20 year vision and 5 year objectives.</p> <p>The Business Plan is developed from the Partnership Plan to implement the objectives</p> <p>Financial planning - annual budget and Medium Term Financial Plan</p> <p>Declaration of Climate and Ecological Emergency and subsequent adoption of detailed action to support ambition of becoming carbon neutral by 2025</p> <p>Risk management policy &amp; Strategic Risk Register</p> <p>Performance Management Framework and reporting quarterly to Leadership Team and Audit &amp; Governance Committee</p>
<p><b><u>Sustainable economic, social and environmental benefits</u></b></p> <p>Consider and balance the combined economic social and environmental impact of policies, plans and decisions</p> <p>Taking a long term view with regard to decision making, taking account of risk and acting transparently in the face of conflicting interests</p> <p>Determining the wider public interest when balancing conflicting interests, through consultation where possible</p>	<p>Equality, sustainability and environmental impact assessment undertaken for projects, work programmes and service delivery when relevant</p> <p>Climate Action Plan 2020-2025</p> <p>Local Industrial Strategy, Productivity Plan and rural productivity network via Heart of the South West Local Enterprise Partnership and Joint Committee</p> <p>Member Working Panels provide opportunities for Officer / Member discussion, evaluation and assessment in advance of and to aid decision making process</p> <p>Records of decisions published on website in committee minutes</p> <p>Public consultations undertaken when required with groups as set out previously</p>

**Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes**

Supporting principles:	Evidenced by:
<p><b><u>Determining Interventions</u></b></p> <p>Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating associated risks, thereby ensuring best value is achieved</p> <p>Considering feedback from citizens and service users when making service improvements in order to prioritise competing resource demands</p>	<p>Member Working Panels provide opportunities for Officer / Member discussion, evaluation and assessment in advance of and to aid decision making process</p> <p>Committee reports contain rationale and relevant considerations / options appraisals / Financial implications on which decisions are based.</p> <p>Equality, sustainability and environmental impact assessments considered when relevant</p>
<p><b><u>Planning Interventions</u></b></p> <p>Establishing and maintaining robust planning and control cycles for plans, priorities and targets</p> <p>Engaging with stakeholders in relation to planning and delivery; considering and monitoring risks facing each partner when working collaboratively, including shared risks</p> <p>Ensuring arrangements are flexible and adaptable to changing circumstances</p> <p>Establishing key performance indicators; and ensuring capacity exists to generate information needed to review service quality regularly</p> <p>Prepare budgets in accordance with objectives, strategies and the medium term financial plan</p> <p>Inform medium and long term resource planning through a sustainable funding strategy</p>	<p>Reporting cycles for Business Plan targets, priorities , financial budget, corporate governance and risk management in place</p> <p>Communications Strategy</p> <p>Residents survey, consultation exercises and Forums in place as described previously</p> <p>Risk management policy and Strategic Risk Register focuses on key risks; monitored and reviewed quarterly and plans adapted accordingly</p> <p>National Park family and local performance indicators to reflect Business Plan outcomes. Service delivery Dashboards in place for all service areas. Reviewed and reported quarterly</p> <p>Annual budget and Medium Term Financial Plan process that is aligned with Business Plan, Partnership Plan and Defra's Eight Point Plan for National Parks and other Government policies e.g. 25 Year Environment Strategy</p> <p>Service plans and individual work programmes produced to reflect Business Plan priorities</p> <p>Reserves reviewed and maintained on a risk based approach</p>

<p><b><u>Optimising achievement of intended outcomes</u></b></p> <p>Ensuring the budget process is all-inclusive of full cost of operations over medium and longer term</p> <p>Ensuring medium term financial strategy is responsive to external circumstances to optimise resource usage/integrates and balances resource constraints</p>	<p>Annual budget and Medium Term Financial Plan process that is aligned with Business Plan, Partnership Plan and Eight Point Plan and 25 Year Environment Strategy and relevant recommendations of the Glover Review</p> <p>Regular budget monitoring reports to Leadership Team and Audit &amp; Governance Committee allows realignment if required.</p>
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<b>Principle E: Developing the entity’s capacity, including the capability of its leadership and the individuals within it;</b>	
<b>Supporting principles:</b>	<b>Evidenced by:</b>
<p><b><u>Developing capacity</u></b></p> <p>Reviewing operations and resources to ensure continued effectiveness  Improving allocation of resources so that defined outcomes are achieved effectively and efficiently  Recognising the benefits of partnership working where added value can be achieved  Developing and maintaining an effective workforce plan to enhance allocation of resources</p>	<p>Workforce planning overseen and reviewed by Leadership Team  ICT Strategy  Internal and external audit of processes  Partnership Plan review cycle  Business Plan review cycle  Local plan review cycle  Budgetary control reported to Leadership Team and Audit &amp; Governance committee  Continuous review of Partnerships and delivery of outcomes  Performance Indicators and benchmarking undertaken with other National Parks</p>
<p><b><u>Developing capability of leadership</u></b></p> <p>Developing protocols to ensure that shared understanding of roles and responsibilities is maintained  Ensuring Chair and CEO have clearly defined roles  Publishing a statement that specifies the types of decisions</p> <p>Developing capabilities of Members and Senior Management by giving access to induction and ongoing training; Members and Officers have appropriate skills and support to fulfil roles and this is kept updated; development through shared learning and learning from identified weaknesses</p> <p>Ensure structures in place to encourage public participation in development</p> <p>Taking steps to ensure leadership’s effectiveness through peer reviews and appraisals  Holding staff to account through performance reviews  Ensuring arrangements in place to maintain physical and mental wellbeing of Officers</p>	<p>Codes of conduct  Officer Job descriptions, person specification and competency framework  Organisational Development Strategy  Role/Protocols of Statutory Officers  Members Role Description  Scheme of Delegation, Standing Orders and Financial Regulations regularly reviewed  Decisions published through Open Data requirements</p> <p>Member job descriptions  Staff and Member induction programme  Training and Development programmes for Members and Officers  Staff Development &amp; Training Days  Bi-annual All Staff Meetings</p> <p>Focus groups  Residents Survey  Forums and groups as described previously  Management Plan and Local Plan reviews</p> <p>Member and Officer Appraisals; including CEO  Member Role Description  Member and Officer personal development plans and Officer competency framework  HR Policies and procedures  Access to Occupational Health scheme  Employees Assistance Programme in place  DNPA is a registered “Mindful Employer”, running regular training events to promote mental wellbeing</p>

<b>Principle F: Managing risks and performance through robust internal control and strong public financial management</b>	
<b>The local code requires us to:</b>	<b>Evidenced by:</b>
<p><b><u>Managing risk</u></b></p> <p>Ensuring risk management is an integral part of all decision making  Implementing robust and integrated risk management  Ensuring individual responsibilities for managing risk are clearly allocated</p>	<p>Risk Management Policy in place and Strategic Risk Register approved annually and reviewed by Leadership Team and Audit &amp; Governance Committee on continual basis  Operational risk is built into service plans and work programmes and monitored by Heads of Service  Scheduled risk and review meetings with insurers  Risk based approach to financial management and maintenance of Reserves and working balances  Internal and External Audit report to Members on a risk based approach</p>
<p><b><u>Managing performance</u></b></p> <p>Monitoring service delivery effectively  Making decisions based on clear and relevant objective analysis including risks</p> <p>Providing Members and LEADERSHIP TEAM with regular reports on service delivery</p> <p>Encouraging effective and constructive challenge and debate on policies and objectives  Ensuring consistency between specification stages and post implementation reporting</p>	<p>Robust performance management framework in place: Business Plan monitoring, Performance Indicators, Service delivery Dashboards, Risk Register and Financial Management; reviewed by Leadership Team and Audit &amp; Governance Committee on quarterly basis  Working Panels review and debate new policies and projects in advance of formal approval being sought  Performance Improvement reviews are carried out by small member/officer teams including Members via Audit &amp; Governance Committee  Terms of Reference for Audit &amp; Governance Committee and appropriate training provided  Financial Regulations and financial management</p>
<p><b><u>Robust internal control</u></b></p> <p>Aligning risk management strategy and policies  Evaluation and monitoring risk management  Ensuring counter-fraud and anti-corruption measures in place  Ensuring additional assurance through effective internal audit  Ensuring audit committee independent of the executive</p>	<p>Risk management policy and strategic risk register in place and reviewed and monitored on quarterly basis</p> <p>Anti- fraud and corruption policy in place; regularly reviewed  Internal Audit provided by Devon Audit Partnership  Audit &amp; Governance Committee in place as previously described</p>
<p><b><u>Managing data</u></b></p> <p>Ensuring effective arrangements for safe collection and use of data including sharing of personal data  Effective arrangements for sharing data with other bodies  Regularly reviewing and auditing quality and accuracy of data used in decision making and performance monitoring</p>	<p>Data Protection Policy and Procedures  Compliance with Data Protection Regulations (GDPR)  Nominated Data Protection Officer  Data Sharing arrangements made and signed off as required with third parties  Access to information Policy includes storage and retention guidelines  Compliance with Payment Card Industry Standard</p>

<p><b><u>Strong public financial management</u></b></p> <p>Well-developed financial management to support long term and short term financial and operational performance  Ensuring financial management is integrated at all levels of planning and control</p>	<p>Robust financial planning processes and procedures:  Annual budget and Medium Term Financial Plan linked to the Business Plan and Partnership Plan  Quarterly budget monitoring reports to Leadership Team, and Audit &amp; Governance Committee.  Risk based approach to maintenance of reserve balances  Financial implications considered and reported in all committee reports and in project management framework</p>
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<b>Principle G: Implementing good practice in transparency, reporting and audit to deliver effective accountability</b>	
<b>The local code requires us to:</b>	<b>Evidenced by:</b>
<p><b><u>Good Practice in Transparency</u></b></p> <p>Writing and publishing reports in a balanced, understandable and easily accessed style Striking a balance with regard to the amount of information provided</p>	<p>Reports template used for all committees and reports reviewed and signed off by senior officers before publication All committee business published on website Freedom of Information/Environmental Information Regulations compliance Publication Scheme Open Government requirements (including delegations) Annual Review published on Website</p>
<p><b><u>Good Practice in Reporting</u></b></p> <p>Reporting at least annually on performance, value for money and stewardship of resources in a clear, timely way</p> <p>Ensuring members and officers take “ownership” of the reported results</p> <p>Ensuring robust arrangements for assessing the principles in this framework are applied, including an action plan for improvement</p> <p>Ensure this framework is applied to joint working/shared services</p> <p>Ensuring that performance information accompanying the financial statements is prepared on a consistent and timely basis and allows for comparison with similar organisations</p>	<p>Robust performance management framework in place: Business Plan monitoring, Performance Indicators, Service delivery Dashboards; reviewed by Leadership Team and Audit &amp; Governance Committee on quarterly basis Annual Review of performance and outcomes achieved External Audit reports to Authority annually on Value for Money and Use of Resources</p> <p>Scheme of Delegation, Standing Orders, Financial Regulations</p> <p>Continual review of systems of internal control by officers and Internal / External audit. Formal review of governance arrangements in order to produce the Annual Governance Statement to accompany the Statement of Accounts</p> <p>Annual Review report produced at year end that summarises the Authority’s performance against Business Plan objectives and outcomes. National Park family performance indicators reported annually</p>

<p><b><u>Assurance and accountability</u></b></p> <p>Ensuring that recommendations for corrective action made by external audit are acted on</p> <p>Ensuring an effective internal audit service is in place</p> <p>Welcoming peer challenge and regulatory inspections and acting on recommendations</p> <p>Gaining assurance on risks delivered through third parties and ensuring that this is evidenced in the annual governance statement</p> <p>When working in partnership, ensuring arrangements for accountability are clear</p>	<p>Internal and External audit plans and reports taken to Audit &amp; Governance Committee and to the Authority at year end. All recommendations and actions reported publically</p> <p>Internal Audit provided by the Devon Audit Partnership who demonstrate compliance with Public Sector Internal Audit Standards</p> <p>Benchmarking and Officer working groups in place across National Parks family to challenge, learn and share best practice.</p> <p>Audit report recommendations are followed up and implemented</p> <p>Formal partnership agreements are always put in place that set out roles, responsibilities, accountabilities and risk.</p> <p>Continual risk management undertaken and reported to Members during the year to provide assurance</p>
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# ANNUAL GOVERNANCE STATEMENT

## 2023/24

### **SCOPE OF RESPONSIBILITY**

Dartmoor National Park Authority (the Authority) is responsible for ensuring that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and is used economically, efficiently and effectively. DNPA also has a duty under the Local Government Act 1999 to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Authority is also responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of its functions and which includes arrangements for the management of risk.

The Authority has developed a Local Code of Corporate Governance, which is consistent with the principles of the CIPFA/SOLACE (2016) Framework 'Delivering Good Governance in Local Government'. A copy of the code is available on our website. The Annual Governance Statement explains how the Authority has complied with the Local Code of Corporate Governance and also meets the requirements of regulation 4(2) of the Accounts and Audit (England) Regulations 2015 and the amended regulations for 2021 in relation to the publication of a statement on internal control.

### **THE PURPOSE OF THE GOVERNANCE FRAMEWORK**

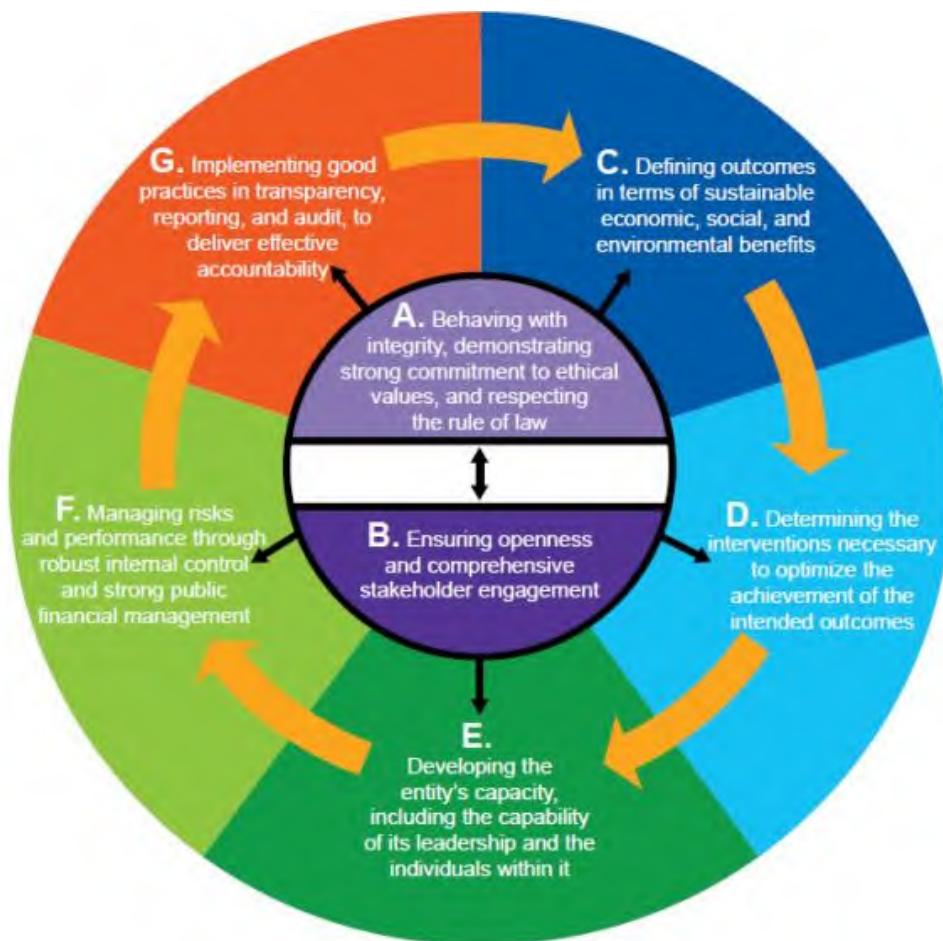
The governance framework comprises the systems and processes, and cultures and values, by which the Authority is directed and controlled and the activities through which it accounts to, engages with and leads the community, including residents, visitors and stakeholders. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place for the year ended 31 March 2024 and up to the date of approval of the Business Plan and Statement of Accounts. The framework has been further supported by the Local Code of Corporate Governance.

## THE PRINCIPLES OF GOOD GOVERNANCE

The CIPFA/SOLACE framework Delivering Good Governance in Local Government sets out seven core principles of good governance, these are:



## THE GOVERNANCE FRAMEWORK & LOCAL CODE OF CORPORATE GOVERNANCE

The Authority operates within the CIPFA/SOLACE Framework above which ensures accountability to its users, stakeholders and the wider community to which it relates. It comprises the systems and processes, cultures and values by which decisions are made and functions undertaken to deliver the purposes and duties of the organisation.

The key elements of the systems and processes that comprise the Authority's governance arrangements include the following aspects:

- The vision, objectives and priorities for Dartmoor National Park are set out in the Dartmoor Partnership Plan 2021-26 (also referred to as the National Park Management Plan). The Plan was adopted by the Authority following an extensive process of community involvement. The Authority engaged with partners, stakeholders and the public so that they could help develop the future vision for the National Park and key priority actions to deliver that vision.

- The Business Plan for the Authority is a strategic document which provides a link between the Dartmoor Partnership Plan and work programmes (for teams and individuals). The Business Plan, including priorities and targets, is reviewed annually and a separate annual review is produced in June to report on performance and highlight key projects undertaken in-year. The performance of individual services/teams is monitored through a series of dashboards and agreed performance indicators which are reported to Audit and Governance Committee.
- The Authority's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer (CFO) in Local Government (2016).
- The principles of decision making are set out in the Authority's Standing Orders, supported by:
  1. Financial Regulations, a Disposals Policy, a Sustainable Procurement Policy and Procurement Procedures;
  2. The Authority's adopted codes of practice in relation to Treasury Management for Investments and for Capital Finance and Accounting (the Prudential Code)
  3. Scheme of Delegation
  4. Code of Conduct for Members and Officers
  5. Job / role descriptions for Members and Officers
  6. Policies and Procedures
- Public involvement and transparency in decision making is facilitated through formal consultations, workshops, involvement in service reviews, consultative forums with members of the community representing access, land use, conservation, businesses and community interests and public participation at the Authority and its Committees.
- Ensuring that established policies, procedures, laws and regulations are complied with is the responsibility of nominated statutory Officers, the Monitoring Officer and the Chief Financial Officer, as laid down in the Authority's Standing Orders & Financial Regulations.
- A Risk Management Strategy that defines and identifies the process for ongoing risk management and the responsibilities of the various stakeholders in the risk management process.
- A Strategic Risk Register is compiled, regularly reviewed and monitored by the Audit and Governance Committee and Leadership Team. Leadership Team monitors and manages operational risks via service plans, work programs and Service Dashboards. The Authority's internal project management guidance requires identification and management of risks.
- A programme of service reviews or value for money/business reviews that look closely at and challenge service provision and delivery and discharges the Government's Value for Money requirements for the Authority.
- Comprehensive budgeting systems set targets to measure financial performance which are reviewed by the Leadership Team and reported to the Audit and Governance Committee on a quarterly basis for detailed review and scrutiny.

- Performance management is applied consistently throughout the Authority against a Performance Management Framework. Reports of progress against performance targets are reported quarterly to the Leadership Team and the Audit & Governance Committee.
- The Standards sub-Committee monitors the ethical framework for the Authority and will alert the Authority to any potential issues arising from its decision-making processes.

All of the above elements are subject to independent challenge and scrutiny through Internal and External Auditors and other review bodies such as Defra.

## REVIEW OF EFFECTIVENESS

The Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of the effectiveness of the system is informed by the work of the Leadership Team and other Officers within the authority who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's (Devon Audit Partnership) annual report and also by responding to comments and recommendations made by external auditors and other review agencies and inspectorates. The Authority also ensures that assurance arrangements, from Internal Audit, conform with the governance requirements of the CIPFA Statement on the Role of the head of Internal Audit (2019).

The Authority's Chief Financial Officer and Monitoring Officer have also provided assurance that there have been no significant control issues that have required the need for: formal action in their respective roles; significant additional funding; had a material impact on the accounts; or resulted in significant public interest, damaging the reputation of the Authority.

Although a review of the effectiveness of the Governance arrangements is reported once per year to the Authority, the process of gathering evidence and monitoring performance is continual and is managed through reports to Audit & Governance Committee. The Actions identified to be addressed during the year were:

Action	Progress
Local Government Reorganisation and member training	The Authority's membership changed as a result of local elections and due to members stepping down after completing their tenure. In July 2023, new members attended workshops giving an overview of the Authority's work, policies and procedures, which also included outlining key aspects of their role with regard to governance.
Financial sustainability	Ongoing  A balanced budget has been set for 2024/25 and beyond, but work continues to address budget shortfalls for 2025/26.

Review of Corporate documents	Members Code of Conduct - significant work has been undertaken by the Head of Organisation Development and the new code will be presented to the Authority members in June 2024.
External Audit	The transition from the auditor Grant Thornton to Bishop Fleming for the 2023-24 period has been completed. However, due to delays in the 2022/23 audit process, the handover occurred later than anticipated. Consequently, this delay has affected the timeframe for Bishop Fleming to obtain necessary information for the interim audit.

## GOVERNANCE ISSUES

Although the Authority has been assessed as having strong Governance arrangements in place, to ensure continuous improvement, it is proposed that the following work is undertaken during 2024/25:

- Fursdon Review – to provide a secretariate role for the Governments’ newly formed Land Use Management Group for Dartmoor, which has been created in response to the review.
- Produce a State of the Park report and up-dated Climate Action Plan
- Scoping work for the development of a new Local plan and revised National Park Management Plan
- Implementation of the new financial system, ensuring the Authority’s requirements are met.
- Head of Business Support to review and update the financial regulations.
- Equality, Diversity and Inclusion – staff attendance to ‘Inclusive Landscapes: Making Space for Everyone’ workshops.
- Financial sustainability – continue to address Authority budget shortfalls in 2025/26

The Authority has not had to alter its governance arrangements or it’s systems of internal control during 2023/24. Our business continued as usual through adapted ways of working, with staff continuing a blended approach to either work at home, in the office or a mixture of both. Committee meetings, working panels and other meetings are on a face-to-face basis, but we continue to provide for external speakers to still have the ability to remotely attend. We have not had to alter our longer-term plan, priorities, strategies, or plans. Our current governance arrangements and systems of internal control have remained fit for purpose.

## CERTIFICATION

We have been advised on the implication of the results of the review of the effectiveness of the governance framework by the Audit and Governance Committee and a plan to address weaknesses and ensure continuous improvement of systems is in place.

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

**Signed:** .....

**P Woods**  
**Chair of the Authority**

**Date:** .....

**Signed:** .....

**K D Bishop**  
**Chief Executive (National Park Officer)**

**Date:** .....



NPA/AG/24/003

## Dartmoor National Park Authority

31 May 2024

### **Business Plan Monitoring**

Report of the Head of Organisational Development

Recommendation : **That Members:**

- (i) **note the content of the report and comment on performance against the key actions identified in the 2023/24 Business Plan; and**
- (ii) **note the key actions identified in the 2024/25 Business Plan and the planned milestones to deliver each key action.**

#### **1 Purpose of the Report**

- 1.1 This report informs Members of the Authority's performance against the key actions identified in the Business Plan for 2023/24.
- 1.2 Leadership Team review performance each quarter and track progress using a spreadsheet with RAG (Red-Amber-Green) ratings for each key action. A copy of the Business Plan monitoring spreadsheet for 2023/24 is attached in Appendix 1.
- 1.3 Members will be aware that whilst this report focuses on specific key actions, the current Business Plan also recognises that the Authority's core business continues on a daily basis.
- 1.4 The Business Plan monitoring spreadsheet for 2024/25 is also provided, for Members to note, at Appendix 2.

#### **2 Performance against Key Actions**

- 2.1 The Business Plan 2023/24 identifies 23 key actions relating to the following priorities for the Authority:
  1. Better for Nature
  2. Better for Cultural Heritage
  3. Better for Farming and Forestry
  4. Better for People
  5. Better for Communities and Business
  6. Be an excellent organisation



2.2 The number of key actions highlights the breadth of the work of the Authority and Members will note the nature of the key actions ranges from specific short-term projects to longer term strategic goals, each requiring different levels of officer and Member input and commitment.

2.3 Progress made against the 23 key actions is summarised below:

<b>Progress</b>	<b>No.</b>	<b>%</b>
On target / completed	<b>11</b>	<b>48</b>
Delayed / behind schedule	<b>7</b>	<b>30</b>
Unlikely to complete / will not be completed	<b>5</b>	<b>22</b>

2.4 Five key actions have not been completed in 2023/24:

<b>No</b>	<b>Key Action</b>	<b>Reason</b>
5	Produce species prioritisation strategy	Staff capacity. Recent investment in new Ecologist fixed-term post should enable progress but unfortunately the Authority's permanent Ecologist accepted another job offer. We should be operating at full staffing from June 2026
11	Byelaw Review	Legal challenge; awaiting outcome of submission to the Supreme Court
13	Develop a Green Transport Strategy	Staff capacity. This action will <b>not</b> be progressed in 2023/24
18	Review and deliver DNPA's Climate Action Plan	Staff capacity.
23	Integrated Management Plans for land owned by the Authority	Staff capacity and other priorities.

### **3 Key Actions – further information**

#### *Dartmoor Headwaters (Key Action 2)*

3.1 The Dartmoor Headwaters Natural Flood Management project is currently funded by Devon County Council's Local Levy and the Environment Agency's Flood Defence Grant-in-Aid (FDGiA). The Local Levy provides capital funding. Since April 2024 the associated project officer costs have been funded through the Environment Agency's FDGiA funding. To unlock this FDGiA funding for staff costs, the Environment Agency (with support from National Park Authority staff), had to complete a Strategic Outline Case, which was successful and unlocked £300,000.

3.2 The Environment Agency have since been in the process of completing the Full Business Case, to unlock capital funding for this project alongside all future staff costs. This is estimated to have a value of £7 million, excluding match funding until 2033. Once the Full Business Case is accepted, we would have confirmed funding until 2027 for each of the catchments, with indicative funding secured until 2033, due to how their funding cycles work. We anticipate a decision on future Environment Agency funding early autumn 2024.

- 3.3 In terms of risk, there is a risk (although we're reassured a small one) that the Full Business Case would not be accepted, and capital and staff costs not unlocked. There is also a reputational risk to DNPA if we can't progress with works that are dependent on this funding being unlocked, which are already in discussion with landowners, farmers and partners.

#### *Additional priorities and successful funding bids*

- 3.4 It is worth noting that during the course of 2023/24 the Authority's work programmes had to be amended to incorporate new priorities. Two areas of additional work are worthy of particular mention:

- 3.5 Backpack camping legal challenge – Mr and Mrs Darwall applied to the High Court for a ruling to the effect that the Dartmoor Commons Act 1985 does not provide a right to backpack camp on registered common land. The Authority contested this claim but in January 2023 the High Court ruled in favour of Mr and Mrs Darwall. The Authority then sought permission to appeal this decision and this was granted. The Court of Appeal heard the appeal and in Summer 2023 overturned the High Court decision with a unanimous ruling that there was a legal right under the Dartmoor Commons Act 1985 to backpack camp on registered common land in accordance with the byelaws. This case is still 'live' as the Supreme Court have granted Mr and Mrs Darwall permission to appeal and will hear the appeal in October 2024.

- 3.6 Independent Review of Protected Site Management on Dartmoor – this review was commissioned by the Government in Summer 2023 and undertaken by David Fursdon with support from a panel of experts). The Authority submitted evidence to the review, organised two site visits for panel members and met the Panel for an evidence session. The Review published their findings in December 2023. Their report is supportive of the work and role of the Authority; they commend the vision in the Partnership Plan, the work of the Hill farm Project and initiatives like Dartmoor Farming Futures. This is an area of continued work as the Government's response has signalled that the Government will establish a Land Use Management Group for Dartmoor which the National Park Authority will support via a secretariat function. There are other actions in the Government response which will impact on the work of the Authority, including the proposed land use framework and an evidence strategy. Both of these actions relate to the current and future iterations of the Dartmoor Partnership Plan.

#### **4 Business Plan monitoring spreadsheet 2024/25**

- 4.1 Looking forward, Leadership Team have developed the Business Plan monitoring spreadsheet for 2024/25, including the quarterly milestones against each of the key actions.
- 4.2 Members are invited to review the monitoring spreadsheet for 2024/25 provided at Appendix 2.

## **5 Equality and Sustainability Impact**

- 5.1 The Authority seeks to treat all people equally, honestly and fairly in any of its business activities, including partners, visitors, suppliers, contractors, service users. There are no specific impacts arising from this report.

## **6 Financial Implications**

- 6.1 There are no financial implications arising directly from this report.

## **7 Conclusion**

- 7.1 Members will note that the overall picture is sound delivery of the majority of the key actions in the Business Plan 2023/24.
- 7.2 Leadership Team continues to closely monitor officer workloads and recognises that there is limited capacity to cover for absences of key posts. This significant risk is identified in the Authority's Strategic Risk Register reported separately (see NPA/AG/24/005).

NEIL WHITE

**Attachments:**     **Appendix 1 – Business Plan Monitor 2023/24**  
                          **Appendix 2 – Business Plan Monitor 2024/25**

2024 05 31 NW Business Plan Monitoring

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)	
<b>BETTER FOR NATURE</b>							
1	<b>Dartmoor Headwaters - working with the SW Peatland Partnership deliver a programme of Peatland Restoration</b>  <b>Outcome sought:</b> Restoration and enhancement of 1000 ha of peatland on Dartmoor by 2026 to deliver multiple benefits including increased local capacity to undertake the restoration work and thus support a 'circular economy'	JA	<b>Milestone:</b> Create restoration plan and acquire required consents and quotes for blanket bog restoration at Great Gnats Head, Blacklane Mire and Cranmere. Complete pre-restoration monitoring.	<b>Milestone:</b> Continue restoration work at Ockerton Court, restart works at Hangingstone and begin works at both Great Gnats Head and Cranmere.	<b>Milestone:</b> Continue restoration works at Ockerton Court, Hangingstone, Great Gnats Head and Cranmere.	<b>Milestone:</b> Continue restoration works at Ockerton Court, Hangingstone, Great Gnats Head and Cranmere.	
			<b>Actual progress:</b> Restoration plans submitted to Natural England for Cranmere (197 hectares), Great Gnats Head (33 hectares), and Tor Royal Bog. Blacklane Mire restoration planning has been postponed. Planning for resuming restoration at Ockerton Court from 1st August, and next phase of Hangingstone as soon as possible post bird nesting season. Planning restoration for additional 100 hectares at Great Gnats Head with National Trust.	A	<b>Actual progress:</b> Restoration restarted on Ockerton in August and is due to complete by March. Planning was completed for 3 sites to begin restoration in Q3. Focus on communications including school visit, site visit to Cranmere, Peat Partnership meeting and visit to Yorkshire schemes. Contracts let for Hangingstone and Tavy Head but not begun.	A	<b>Actual progress:</b> Restoration works completed at Ockerton Court. Restoration started at Hangingstone, Tavy Head and Burrator. Great Gnats Head ready to commence from start of Jan. Cranmere start date pushed back. Capacity to deliver stretched causing revision of site timetable. Project Officer and Project Assistant leaving in Feb, so priority on recruitment to maintain delivery.
2	<b>Dartmoor Headwaters – working with the Environment Agency and others to deliver natural flood management schemes</b>  <b>Outcome sought:</b> Targeted use of natural approaches for catchment management that delivers a range of public benefits in a way that supports local communities and the 'circular economy'	JA	<b>Milestone:</b> Build relationships and deliver interventions in priority catchments (Bovey, Erme, Yealm and East and West Okemont) using Local Levy funds. Create monitoring and comms and engagement plan to support Phase 2 of delivery. Support Environment Agency Business Case process to unlock delivery phase funding until March 2027.	<b>Milestone:</b> Continue to build relationships and deliver interventions in priority catchments (Bovey, Erme, Yealm and East and West Okemont) using Local Levy funds. Support Environment Agency Business Case process to unlock delivery phase funding until March 2027. Begin recruitment process for additional delivery roles for Phase 2, if agreed by Environment Agency (EA).	<b>Milestone:</b> Continue work in priority catchments and building momentum and preparations for unlocking full delivery funding through the EA.	<b>Milestone:</b> Environment Agency Business Case process should be complete and delivery funding for Phase 2 unlocked.	
			<b>Actual progress:</b> Dartmoor Headwaters Natural Flood Management project approved for £300,000 SOC funding (first part of Environment Agency Business Case process for salary, surveys before completing OBC for unlocking capital costs). Some progress on monitoring and engagement plan. Project Officers building relationships in priority catchments, focus on Erme and Yealm and pilot catchments e.g. Collybrook.	A	<b>Actual progress:</b> Agreement reached to employ Engagement Officer at 1 FTE who will start in January. Delivery continues through local levy funding including spring mire restoration, woodland planting, leaky dams and wetland creation. EA still finalizing business cases for the project but monies available for ongoing revenue payment to support delivery.	A	<b>Actual progress:</b> Hosted several stakeholder workshops to influence Business Case for Phase 2 of NFM project which is now planned to be a 10 year project from 2023-2033. Engagement Officer recruitment successful and due to start 5th Feb. Project Officers building relationships in priority catchments.
3	<b>Deliver landscape scale nature enhancement</b>  <b>Outcome sought:</b> Pilot nature enhancement/recovery at a landscape scale across at least two catchments working with clusters of landowners/farmers to identify and develop opportunities and engaging local communities where possible.  Work in partnership to deliver the East Dartmoor Landscape Recovery Project	CG	<b>Milestone:</b> Progress Erme and Yealm (E & Y) catchments by bringing communities together to start designing integrated approach for nature enhancement and sustainable businesses. Begin process for new Landscape Recovery (LR) bid for Walkham catchment and continue to develop cluster group	<b>Milestone:</b> Submit bid for Walkham Landscape Recovery (LR) if feasible. Produce nature opportunity map for Erme &Yealm. Continue working with Erme &Yealm land managers to support ag transition and develop integrated system.	<b>Milestone:</b> Implement Erme &Yealm integrated approach and consider new catchment to develop (Okemont).	<b>Milestone:</b> Continue supporting Erme &Yealm and begin implementation on new catchment	
			<b>Actual progress:</b> Application window now open for LR. Consultation with landowners in Walkham continued with positive results, only 1-2 main landowners remaining. Project work on E&Y becoming more integrated and progressing well. Talks begun with wider catchment groups. No progress with farming groups due to rollover/review challenges. Discussion also begun in Okemont catchment.	G	<b>Actual progress:</b> LR application for the Walkham completed and submitted. Sign up from landowners covers 82% of catchment. Liaised with Central Dartmoor group regarding their bid and offered support. Outcome of applications likely to be heard by December 2023. Tender let for opportunity mapping on E&Y	G	<b>Actual progress:</b> Walkham LR bid successful with development phase starting in April 24. Central Dartmoor LR also successful. Increased resource commitment to East Dartmoor LR. Increased support for E&Y whole catchment approach through liaison with partners and landowners but more work required before 'implementation'.
4	<b>Improved condition of soils and understanding of their role in carbon management, flood management and nature recovery</b>  <b>Outcome sought:</b> By 2025 work with 50 farm businesses to improve soil health and improve soil structures to reduce compaction; improve soil biodiversity; and, to understand and increase carbon capture.	CG	<b>Milestone:</b> Develop idea around Dartmoor Soil Hub as trusted resource for farmers.	<b>Milestone:</b> Continue working with farmers on soil health project looking at dung beetles as proxy for ecological condition and develop pilot for catchment area	<b>Milestone:</b> Increase understanding of carbon potential within Dartmoor soils and produce guidance	<b>Milestone:</b> Produce draft of soils hub, complete soil carbon work and launch dung beetle pilot	
			<b>Actual progress:</b> Proposal drafted and planning to discuss with range of stakeholders	A	<b>Actual progress:</b> yr 3 of FtF started and full calendar of farmers events held. Dung beetle project through OUC continues and is huge success. Very positive feedback from farmers and will be scaled up and trialed on priority catchment	A	<b>Actual progress:</b> Focus moved from above to completion of healthy livestock and dung beetle initiative.
5	<b>Produce species prioritisation strategy</b>  <b>Outcome sought:</b> Strategic approach to identify and target species (both extant and reintroductions) that support the greatest environmental benefit and identifies opportunities for community engagement.	CG	<b>Milestone:</b> Use DNEAG to inform tender for species recovery on Dartmoor and let contract. Scope additional tender and secure funding to model Dartmoor ecological priorities in light of climate change	<b>Milestone:</b> Delivery of contract looking at species recovery to include reintroductions, prioritising existing species and iconic species.	<b>Milestone:</b> Delivery of final reports	<b>Milestone:</b> Identify and secure funding to establish baselines (where needed) and resource to support key species projects	
			<b>Actual progress:</b> Discussion paper circulated and DNEAG met to discuss and provide steer. Similar work is being contracted by DCC for Devon Local Nature Recovery Strategy and there are opportunities to integrate some of our objectives into this work, ensuring it remains relevant to Dartmoor. Once that work is underway we will consider what further works bis needed, either in-house or contracted out.	G	<b>Actual progress:</b> No progress. Pick up in Q3 with additional resource, in the form of a new 1FTE ecologist post	R	<b>Actual progress:</b> Second ecologist started in Q3, providing capacity to start the project. Staff changes (resignation) will now delay this project further as need to re-prioritise workload to accelerate hand-over.
<b>BETTER FOR CULTURAL HERITAGE</b>							
6	<b>Valuing Cultural Heritage</b>  <b>Outcome sought:</b> A programme of proactive advice, research and community engagement that sustains Dartmoor's cultural heritage and helps people to enjoy it.	CG	<b>Milestone:</b> Complete Cultural Heritage Research Framework. Progress SigCon work by finalising Erme/Yealm data. Plan fieldwork for Q2: Sanduck, Piles Hill, DATES. PAL survey completion. Work with HE on ELMs development	<b>Milestone:</b> Undertake fieldwork: Sanduck, Piles Hill and DATES with concomitant public engagement.	<b>Milestone:</b> Identify new areas for SigCon work and commission contractors. Complete Cultural Heritage Strategy with consultation with CHAG. Post excavation work for summer fieldwork	<b>Milestone:</b> Identify fieldwork opportunities and programme for 2024 field season, including identifying funding opportunities for Holwell excavation - timeframe to be determined.	
			<b>Actual progress:</b> Research framework complete. Sigcon mostly complete. PAL survey still to be completed, difficulties securing contractors.	G	<b>Actual progress:</b> Fieldwork at Sanduck, Piles Hill and number of walks and talks all complete. Potential excavation postponed until 2024.	G	<b>Actual progress:</b> Cultural Heritage strategy complete and signed off by CHAG. Sigcon focus on LR areas with East Dartmoor underway. Mostly delivered inhouse as contractor capacity decreasing

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)	
<b>BETTER FOR FARMING AND FORESTRY</b>							
7	<b>Deliver Farming in Protected Landscapes (FIPL)</b>  <b>Outcome sought:</b> Efficient delivery of Farming in Protected Landscapes (FIPL) – budget allocation is fully spent and farming community is receiving funding to deliver the four objectives of FIPL (Nature, Climate, People and Place).  Learning from FIPL is applied to the development of the new Environmental Land Management system.  FIPL grants are helping Dartmoor farmers make the transition to environmental land management and supporting the circular economy.	JS	<b>Milestone:</b> Agree revised work plan with increased operating costs, inc. data management + initial actions complete. Hold at least 1 LAP meeting and 1 LAP review/training session. Publicise 22/3 results + case studies and regular internal comms. Developing at least 3 larger applications (>£20k&holistic). Customer satisfaction survey run with contacts to date. Plan to address applicants' end of year completion in place. All live projects have received progress review/site visit.	<b>Milestone:</b> Changes to data management complete. Implications for timely project completion communicated to applicants. Customer service KPIs maintained/improved. 80% of FY grant allocation. Developing at least 3 larger applications (>£20k&holistic). Particular focus on PR & public facing events/generating new enquiries this Qtr. Up to date project progress/claim tracking. Internal comms. maintained with colleagues and FIPL regional meeting.	<b>Milestone:</b> Customer service KPIs maintained/improved. 100% of FY grant allocation and 40% FY24/5. Developing at least 3 larger applications (>£20k&holistic). Particular focus on PR & public facing events/generating new enquiries this Qtr. Up to date project progress/claim tracking. All live projects have received progress review/site visit. Internal & regional comms maintained with colleagues and FIPL PLs	<b>Milestone:</b> At least one Panel meeting undertaken, processes complete. 100% of the year's project fund reported complete to Defra and to Finance by the third week of May. Over £400k value awarded to FIPL year (24/5).	
			<b>Actual progress:</b> Draft workplan discussed and agreed in outline but needs to be refined and finalised. Two new posts to be recruited into FIPL team. New fortnightly communication circulated to staff and members highlighting progress and new enquiries. 2 LAP meetings held, more than three larger (>£20k) projects approved with a number in pipeline. Customer survey next qtr. End of year completion and review visits part of new role.	A	<b>Actual progress:</b> currently showing £556k committed grant funding of £759k (73%) allocation for the year, however ~£100k of application value deferred at last Panel meeting pending further detail and expect to approve at next meeting. Only £110k claimed to date. Number of new enquiries and developing applications remain high with several (>3) higher value applications expected in coming months. Internal comms maintained, attended one regional FIPL meeting and monthly meeting with other SW PLs. 2 new roles created and filled, 1 Advisor + 1 Advisor/comms role, so will achieve significant increase in PR next Q, some already planned. Still to undertake data management review, PT FIPL Asst role currently vacant. Two new Panel members recruited and members have a nominated second to cover meeting attendance. The positive impact that FIPL makes will be collated and monitored by the new comms role.	A	<b>Actual progress:</b> Additional FIPL Advisor in post this qtr., have allocated 86% of available grant to date with 17% of next year's grant budget also allocated so far. This means we still have £108k to allocate to projects that will complete this year. We have a number of ambitious projects in development with at least four over £50k. Additionally, forthcoming applications to next Panel meeting include Access project £15k, Dartmoor Forest No Fence £30k, Molinia management study £30k, Avon Valley habitat restoration £40k, Coombe's Court Sheep Dairy £70k. Some increase in comms output, more planned next qtr. Good communications with other PLs, joining monthly south west meeting as well as discussing specific approaches with other PLs nationally (eg No Fence).
8	<b>Farm Dartmoor</b>  <b>Outcome sought:</b> Support for farm businesses across the National Park to help them deliver a range of public goods as part of a sustainable business and promote effective collaboration. Focus on supporting: agricultural transition, understanding of the new Environmental Land Management system and a circular economy.	DA	<b>Milestone:</b> Provide support for Harder to Reach Farms and complete Evaluations for Year 1. Help develop catchment scale (cluster) programme for integrated delivery in E&Y	<b>Milestone:</b> Design and approve the delivery matrix for year 2. Publicise, promote and attract the new cohort. Continue Harder to reach support. Delivery of integrated programme.	<b>Milestone:</b> Deliver the workshops and core programme for the new participants and the 2022-23 cohort. Identify Harder to Reach group. Delivery of integrated programme.	<b>Milestone:</b> Finalise programme delivery, 1:1's and evaluation. Continue support for Harder to Reach. Continued support and review of integrated programme	
			<b>Actual progress:</b> No progress yet with integrated cluster on E&Y. FtF evaluation and year 2 complete. Budget available for engaging with harder to reach farmers and developing more bespoke training for next phase of FtF. Engagement with htr begun and 12 farmers identified to date.	A	<b>Actual Progress:</b> Year 2 programme up and running with Welcome Meeting completed and first workshop on 18.10.23. Extensive publicity and aim of attracting 35 new farm businesses and some harder to reach farms	G	<b>Actual progress:</b> Round 2 of FtF (23 farm businesses) underway and associated workshop programme delivered (2 workshops). New contract signed for engagement with hard to reach farmers who have been identified. Workshops completed and 25 farm businesses participated with good attendance at latter workshops and optional events.
9	<b>Our Upland Commons</b>  <b>Outcome sought:</b> Deliver agreed outcomes for National Lottery Heritage Funded programme, including: shared local visions for commons, showcasing new approaches to management of common land to deliver a range of public benefits and improved public understanding of commoning. Contribute to thinking about new Environmental Land Management system.	RD	<b>Milestone:</b> Reflect on lessons from interim evaluation report. Continue to deliver across identified commons with series of events and identified programmes including supporting Farm to City, Piles Hill Stone Row and Molinia Survey. Dartmoor Local Action Group site visit and meeting in June.	<b>Milestone:</b> Three Great Gather events held across commons (1 x cattle, 1 x pony and 1 x sheep). Young Commoners programme launched	<b>Milestone:</b> Ensure legacy planning is undertaken by local action group (project finishes in June 2024) at meeting in October.	<b>Milestone:</b> Budget submission complete for financial year and legacy plan discussed with local and national boards. Evaluation undertaken with Heritage Insider. Possible extension of project subject to National Lottery Heritage Fund permission.	
			<b>Actual progress:</b> Farm to City attended and a great success for all involved. Series of works undertaken and comprehensive programme in place. 6 month extension granted for project (and so project officer) through to December 2024. Investigation at Piles Hill Stone Row but Molinia work not undertaken	G	<b>Actual progress:</b> Two successful events held (sheep and pony), cattle event postponed and to happen in 2024. Young Commoners programme to be launched in October. Positive meeting of Local Action Group with updates on healthy Livestock and Piles Hill Stone Row	G	<b>Actual progress:</b> A further successful, and well received, Pony Drift and follow up webinar with over 200 people attending. Agreement reached with National Lottery Heritage Fund for the programme to run until November 2024, with local officers in place until then. Legacy work started with thoughts on data capture and sharing and identifying those key projects/initiatives that most benefit Dartmoor and would not be delivered elsewhere.
<b>BETTER FOR PEOPLE</b>							
10	<b>Develop and implement Visitor Management Plan for 2023 season</b>  <b>Outcome sought:</b> Ensure a warm welcome for all visitors to Dartmoor National Park. Targeted outreach activity to improve inclusivity. Visitor behaviour influenced and changed so that negative impact on the fabric of the moor and local communities is reduced and positive impacts increased	RD	<b>Milestone:</b> Visitor Management Group meet in May as a subset of wider Dartmoor Rural Crime Initiative. Rangers completed necessary signage for lambing and bird nesting season as well as campervans. Permissive Backpack Camping Agreement signed with landowners and promoted with code of conduct. Engagement volunteers at key sites and recruitment underway. Final decision on Dartmoor Marshalls, subject to P&CC support. Work with National Trust and other partners on key dog messages.	<b>Milestone:</b> Engagement Volunteers at key honeypot sites. Visitor Centre and Outreach Vehicle deliver key visitor messages at summer shows and events. Dartmoor Marshalls deployed to sites as required. Rangers work alongside Police Specials.	<b>Milestone:</b> Visitor Management group meet and review summer season. Agree plans for winter months and review site management plans.	<b>Milestone:</b> Visitor management group meet in March 2024 to agree plans for 2024 season and identify actions and funds required.	
			<b>Actual progress:</b> Visitor management group met as part of wider DRCI work. NT leading on responsible dogs campaign and recruiting an officer for Parke. OPCC offered £10k towards Marshall and contract advertised in time. Key landowners signed to backpack camping agreement and engagement volunteers on site - more to be recruited.	G	<b>Actual progress:</b> Team and volunteers deployed successfully at sites, shows and events throughout the summer. Dartmoor Marshalls procured and started on time for summer holiday with funding from partners. Utilised the Ranger App to record incidents and worked with Police on summer patrols.	G	<b>Actual progress:</b> Behaviour Management group met prior to the Dartmoor Rural Crime Initiative meeting. Thorough review of 2023 summer and issues (Road Traffic Accidents and dog attacks) alongside benefits of joint comms. Work for winter and plans for Summer 2024 put in place.
11	<b>Byelaw Review</b>  <b>Outcome sought:</b> A comprehensive set of easy to understand and implement byelaws (for the commons of Dartmoor and land owned by the National Park Authority) that help people enjoy the National Park's special qualities and ensure these special qualities are conserved for future generations to enjoy.	RD	<b>Milestone:</b> Key officers review and work on next steps of byelaw review, including working with Defra and DCC legal teams.	<b>Milestone:</b> Ranger Service ensures comprehensive recording of byelaw offences are captured and reviewed. Byelaw review and next steps continue.	<b>Milestone:</b> Subject to timing of the Appeal Court, the timetable for the Byelaw review is shared with partners. Authority report to members to note next steps and support work of officers.	<b>Milestone:</b> Work continues on byelaws and subject to Appeal Court the final version of the Byelaws will be presented to Members and if approved will then be sealed and sent to Secretary of State for their approval.	
			<b>Actual progress:</b> Nothing progressed on this whilst we await the outcome of the Appeal Court on backpack camping.	A	<b>Actual progress:</b> Ranger App is functioning and capturing byelaw infringements and action taken. No further action on byelaw review whilst we await outcome of the submission to the Supreme Court.	R	<b>Actual progress:</b> No further news on the submission to the Supreme Court. Partners updated through the Visitor Behaviour group and through comms with statutory consultees. However, no timetable for work to date.



Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)	
12	<b>Miles Better</b> Outcome sought: Implement a costed programme of improvements to access infrastructure and secure funding for this programme in order to ensure that all access routes and associated infrastructure is in good condition, easy to use and helps support the Dartmoor economy.	AW	<b>Milestone:</b> Analysis of data from the full path survey work undertaken in 2022/23 to help identify target parish areas and routes, identify resources required and potential bid to DCC for capital schemes.	<b>Milestone:</b> Update PROW Asset Management Plan forecast for the next three years. Produce costed plan for implementation and explore additional funding sources.	<b>Milestone:</b> Implementation	<b>Milestone:</b> Implementation and review	
			Actual progress: Rangers tasked with drawing up list of schemes to go to DCC for capital schemes (Ella and Simon leading on this). Two bridge kits delivered awaiting installation by individual rangers and/or contractors. New Scag flail mower purchased and is being used to cut PROW more effectively/efficiently to better standard. Initial scoping analysis of path data started aiming to complete this work by end of August depending on other priorities within the team. Footpath fingerpost production system by volunteers established. Volunteers and works team are keen to do roadside installations of fingerposts.	A	Actual progress: Analysis of path survey data and ground truthing focused on Two Moors Way as our principal promoted route within the national park. Asset lists and work programmes now being produced. Bid to Defra submitted in September for additional funding through Access for All which will support this work. Work stream slipped due to premises commitments and implementation of NPP/BMW EV charging points.	A	Actual progress: Analysis of path condition data ongoing. Some assets still to survey and planning with rangers/VW's how to complete. Project plan includes holding meetings with relevant sector rangers by end of February to develop access improvement plans for sections of TMW. Exploring possible funding options including FiPL, Ramblers access fund, or utilising some of the Year 3 Defra Access for All funding, project fund and bid to DCC capital budget.
13	<b>Develop a Green Transport Strategy</b> Outcome sought: A strategy to reduce the impact of cars through congestion or inappropriate parking as people arrive and travel around the National Park by other means of transport. Opportunities for those without access to a car are increased	AW	<b>Milestone:</b> RD TO DISCUSS WITH LEADERSHIP TEAM	<b>KEY ACTION 13 WILL NOT BE DELIVERED IN 2023/24 DUE TO STAFF CAPACITY &amp; OTHER PRIORITIES</b>			R
		Actual progress: This has been paused until capacity is identified and/or it is delivered through a partnership programme.					
14	<b>Programme of outreach events and activities</b> Outcome sought: Engage and welcome new visitors and reach out to all audiences. Provide an opportunity to communicate key messages and explain the work of the Authority and its partners. Increase income through retail sales and voluntary donations. Ensure community engagement and support for the local economy.	CE	<b>Milestone:</b> Both Community Engagement Rangers in post and work programme set out and events delivered. Comprehensive and coordinated events plan across visitor centres, the Outreach vehicle and summer events planned. Contactless donation points set-up in Visitor Centres and retail plans reviewed.	<b>Milestone:</b> Event programme delivered with associated comms (printed and digital). Visitor income through retail sales is on a par with 2019 (pre-pandemic). Community Engagement Rangers deliver first session of the Night Under The Stars programme (NUTS)	<b>Milestone:</b> John Muir Awards delivered through Youth and Junior Rangers. Recharge in Nature Community Engagement Ranger reaches out to at least two schools or community groups in each of Exeter, Plymouth and Torbay. Event themes and planning in place for 2024-25. Events held in Visitor Centres to increase winter footfall and sales.	<b>Milestone:</b> Events planned for 2024-25. Retail themes reflect these. Funding streams sought for Community Engagement Ranger and final report of the Recharge in Nature project.	
			Actual progress: CERs in place and delivering to an agreed work programme with positive feedback to date. A programme of engagement planned and set up to be delivered by the Authority or in partnership. Contactless donations not yet set-up but working with Finance team to resolve.	G	Actual progress: Event programme in flight with associated comms being issued. CERs successfully delivered a planned schedule of NUTS events over the summer, with positive post event feedback received through forms.	G	Actual progress: John Muir awards are a rolling programme with the Dartmoor Youth Rangers with 70 participants working through their Discovery, Explorer and Conserver level awards. Planned award ceremony in March. In Q3 Recharge in Nature worked with 9 primary schools across Torbay and Plymouth reaching 349 children with innovative activities including a Peatland Escape room style activity and Design your own National Park. Schools in Exeter seemed more reluctant to take up this offer despite being given several invitations to participate. A kit of self-guided activities was created for each visitor centre for October half term with a focus on Dartmoor's importance for bats - particularly the Barbastelle bat in our wooded valleys and the Greater Horseshoe bat roost at Buckfastleigh.
<b>BETTER FOR COMMUNITIES AND BUSINESSES</b>							
15	<b>Housing</b> Outcome sought: New Housing Guidance (SPD) adds detail to the Dartmoor Local Plan, enabling good planning for housing which meets the needs of Dartmoor communities.	AG	<b>Milestone:</b> Review consultation and report back to Officers and Members. Incorporate appropriate changes and develop final version SPD.	<b>Milestone:</b> Finalise SPD and adopt	<b>Milestone:</b> Undertake further training with officers post-adoption	<b>Milestone:</b> None.	
			Actual progress: Delayed due to capacity constraints in FP. Capacity likely to be available as FCT project completes. Currently aiming adoption for November Authority.	A	Actual progress: Working to adopt at Authority in December.	G	Actual progress: SPD agreed and adopted at Authority on 1 December 2023. Resignation of project lead means no capacity for internal training until replacement recruited but action otherwise completed
16	<b>Programme of support to deliver the 'Dartmoor model' of community and economic well-being including a business case to be the first 'Digital National Park'</b> Outcome sought: Support for community development and the circular economy. Clear business case for investment in gigabit broadband and improved mobile connectivity to support a 'Digital National Park' model that does not harm the special qualities of the National Park.	DB	<b>Milestone:</b> Follow Wildanet BDUK application for hybrid gigabit broadband technology approval.	<b>Milestone:</b> TBC once result of Wildanet application known.	<b>Milestone:</b> Submit Digital National Park bid	<b>Milestone:</b> Princetown Vision completed following stakeholder input.	
			Actual progress: Discussions and monitoring of Wildanet and other providers has been maintained. Teignbridge and South Hams are allocating funds from UKSPF and REPF if needed to support. Requested updates from BDUK, awaiting update. Close contact being maintained with The Home Office regarding status of EAS Mobile network operations.	G	Actual progress: A vision for a Digital National Park is in draft form, and is being further developed in collaboration with CDS, DCC and BDUK. Clarity needed over potential success of a bid. Further details being sought from Wildanet and other Alt nets to aid in the development of a bid. Discussions are positive and optimistic at this stage.	G	Actual progress: Digital National Park proposal submitted to BDUK. Briefing note sent to local MPs.
17	<b>Scope potential for a programme that will help Dartmoor communities address climate change</b> Outcome sought: A community-led approach to climate action that improves resilience, supports a circular economy and focuses on nature and climate	DB	<b>Milestone:</b> Scope different funding opportunities from grant bodies and provide shortlist. Shortlist appropriate partners.	<b>Milestone:</b> Finalise partnership and draft bid.	<b>Milestone:</b> Stakeholder engagement completed	<b>Milestone:</b> Project ideas finalised, sources of potential funding identified and project plan to implement in place	
			Actual progress: Developing a Dartmoor Business survey to focus on climate change and climate action. Discussions with HMP Dartmoor re Dynamic Local Procurement. Gaining advice and support (potential partnership) with Climate Outreach to develop strategies for community climate engagement and actions. This may lead to greater funding opportunities for community projects.	G	Actual progress: HMP Dartmoor are keen to engage with Dynamic Procurement with local suppliers, when the programme opens to the Prison Service (delayed). Engaging with business groups (Princetown and Ashburton at first) to discuss Climate Actions that are able to take and to ensure that all prioritise these actions. Engaging with other community groups across Dartmoor and directing them to relevant funding bids and opportunities for addressing climate change actions within their communities.	A	Actual progress: Plans in place to further and formalise discussions with Business Networks and Chambers of Trade etc to bring Climate Change to the top of their regular agendas. Attending meetings to discuss the issues and represent DNPA as a support. Working on information pack to distribute via Village Halls network if possible.

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<b>BE AN EXCELLENT ORGANISATION</b>							
18	<b>Review and deliver DNPA's Climate Action Plan</b>  <b>Outcome sought:</b> Review the Climate Action Plan in 2023 and track progress towards the objective of DNPA becoming a carbon neutral organisation (against its scope 1 and 2 emissions) by 2025.	AG	<b>Milestone:</b> Review annual carbon footprint and finalise review process with LT.	<b>Milestone:</b> Appoint consultant support and commence review with internal group.	<b>Milestone:</b> Complete first draft for internal consultation.	<b>Milestone:</b> Finalise and launch.	
			<b>Actual progress:</b> Annual carbon footprint reviewed, report taken to LT to finalise process of Climate Action Plan Review. UoE approached to undertake climate action plan review, and confirmed likely 3 month project period within cost, provided brief issued through SWEEG. FCT project very close to completion, final data queries being addressed. To be taken to October Authority, achieving neutrality a year ahead of schedule. FCT project to be soft-launched internally in August.	G	<b>Actual progress:</b> Procurement procedure complete, consultant support on hold until appointment of replacement CC officer. Resignation of lead officer for this action will lead to delay.	A	<b>Actual progress:</b> External partner to support the process identified but no further progress due to resignation of project lead
19	<b>Volunteering – develop and improve our work with volunteers, providing rewarding opportunities that support staff and deliver national park purposes and priorities</b>  <b>Outcome sought:</b> Cohort of long-term volunteers undertaking regular conservation and access tasks across the National Park.  Expanded network of Volunteer Engagement Rangers Improved 'recruitment' of volunteers, enhanced support for volunteers leading to more rewarding experiences for volunteers and better outcomes for the National Park	NW	<b>Milestone:</b> Undertake volunteering survey of all staff and analyse results. Prepare and issue survey of current volunteers. Analyse results of both surveys to inform future plans. Introduce new project to manufacture fingerposts. Develop draft work programme for volunteering projects and events. Promote The Big Help Out event and support National Parks Volunteering Day (Saturday 10 June)	<b>Milestone:</b> Deliver two/three corporate volunteering events. Explore opportunities for corporate tasks that support our work, through additional capacity to Rangers and Conservation Works Team. Ensure volunteer records and processes are accurate and up to date.	<b>Milestone:</b> Analyse results from surveys of volunteers and staff conducted this year. Plan to use this to inform future volunteer strategy/activity. Attend Voluntary Wardens AGM in November.	<b>Milestone:</b> Complete analysis of staff and volunteer surveys. Explore options to provide further support and development of our work with volunteers. Three priorities identified: 1) establish new long-term volunteer model 2) recruit Education Guides 3) recruit Engagement Volunteers Ongoing engagement with NPAs Volunteer Officers Group.	
			<b>Actual progress:</b> First session with Voluntary Wardens making fingerposts, very successful, 5 posts made already! Analysis of staff survey results underway. Updated the SCR; sent Microsoft Forms to all current volunteers to update details and confirm interest. Preparing volunteer survey to send out to updated list. Promoted The Big Help out day on social media (10th June). Promoted our Junior Youth Rangers volunteer opportunity on our website / social media. Promoted Invasive Species Project volunteer opportunity on our website.	G	<b>Actual progress:</b> Supported archaeological fieldwork as part of research by University of Leicester (PhD student), 36 volunteers involved. 91 volunteer days in July/August clearing non-native invasive species. Updated website and introduced new application form (MS forms); complete check of volunteer database; survey of all current, registered volunteers prepared and issued for completion by 20 October. No corporate volunteering due to no responses from interested companies. Ranger Service to support Student Police Officer placements.	A	<b>Actual progress:</b> Analysis of survey responses ongoing and requires follow up/completion. Future volunteering strategy/activity agreed with Leadership Team and discussed with Senior Managers Group in December 2023. Attended Voluntary Wardens AGM Attended NPA Volunteer Officers Conference (Exmoor)
20	<b>Dartmoor Foundation</b>  <b>Outcome sought:</b> Establish a new 'Dartmoor Foundation' as a vehicle for income generation to support National Park purposes, deliver the agreed vision for Dartmoor National Park and key actions in the Dartmoor Partnership Plan.	KB	<b>Milestone:</b> Legal advice on draft articles of association secured. Approach made to potential Chair.	<b>Milestone:</b> Articles of association finalised, founding trustees 'secured'.	<b>Milestone:</b> Formal submission to Charity Commissioners	<b>Milestone:</b> Operating model agreed by Authority and founding trustees appointed.	
			<b>Actual progress:</b> Progress delayed due to other priorities	A	<b>Actual progress:</b> Vision document for the Foundation drafted. Preferred operating model identified and costs estimate for legal support (including registration with Charity Commission) secured. List of potential trustees developed and some approached on an informal basis	A	<b>Actual progress:</b> Legal support procured. Preferred operating model identified for consideration and agreement by Members (February 2024)
21	<b>'Dynamic Dartmoor'</b>  <b>Outcome sought:</b> Use National Lottery Heritage Fund grant secured in 2022 to develop a five year programme of funding to help deliver key priorities in the Dartmoor Partnership Plan: including nature recovery, environmental enhancement, engaging and welcoming a wider range of people and supporting sustainable use of the National Park, the local economy, jobs and communities.	JS	<b>Milestone:</b> currently revising detailed development phase work plan and will populate with milestones by end April. FT Officer in place, all contracts in place, partner meetings held. Stakeholder consultation underway.	<b>Milestone:</b> Partners actively engaged with programme development and joint working. Regular Partner and stakeholder communications/meetings held. Production of Area Action Plan material to time. All match funding identified and budget balanced between project needs. NLHF reporting, claims & acknowledgement up to date. Research and consultation contracts to time, cost and quality. Evaluation framework and legacy plans started.	<b>Milestone:</b> All contracts running to time, cost, quality. Partner meetings held, Action Plan (Stage 2 doc) underway, consultation underway. Interim review approved by NLHF. Partnership Vision & Aims complete Programme area boundary agreed	<b>Milestone:</b> Proposed projects agreed with partners, production of Stage 2 submission to plan.	
			<b>Actual progress:</b> ft Development Officer to start 24/07/23. Contractors still to be engaged, some progress with stakeholder engagement. Partner steering group met and remaining 2023 dates set.	A	<b>Actual progress:</b> DNPA FT Development Officer & RSPB PT Officer in post and working well. All Partners engaged and committed to bid development and future partnership working. Most of match funding identified. NLHF reporting and claims up to date. Contracts behind schedule. Area Action Plan writing on track. Stakeholder engagement underway but behind schedule. Evaluation and legacy planning not started, all development work planned and expected to complete to time and budget.	A	<b>Actual progress:</b> Vision & aims drafted and circulated to Partners, area boundary rationale agreed and circulated for final comments, Arts Partner engaged, WT development projects running well to plan (some concern over timing for PAWS woodland owners), interim review with NLHF scheduled for spring '24, Area Action Plan writing well underway. Number of Partner meetings held. Audience Development work behind schedule, consultation events planned to start Feb. 24 and aim to have engaged consultant by March '24. All work within budget, match funding risk reduced. Main concern is time to complete all work.
22	<b>Developing a strong evidence base.</b>  <b>Outcome sought:</b> An evidence base and strong partnerships with key organisations (e.g. universities) to support our work, report on the state of the National Park and evidence the impact of work to deliver the Dartmoor Partnership Plan.	AG	<b>Milestone:</b> Finalise Visitor Survey questionnaire and method, commence survey. Complete scoping of State of the Park and commence call for evidence.	<b>Milestone:</b> Finalise Visitor Survey and report on results. Complete State of the Park call for evidence and commence drafting.	<b>Milestone:</b> Finalise first draft for internal consultation.	<b>Milestone:</b> Finalise report, design and launch.	
			<b>Actual progress:</b> Visitor Survey volunteers recruited and surveying has commenced. Survey also to be run from Visitor Centres. To run for 3 month period. State of the Park drafting commenced, first section completed and positively received. Awaiting comments from part of focus group.	G	<b>Actual progress:</b> Visitor Survey finalised and results being compiled. State of the Park Report drafting commenced, circa 4 sections complete in draft form. 2 near final.	G	<b>Actual progress:</b> Visitor Survey report finalised. State of the Park Report drafting has continued with some delay due to departure of Senior Policy Officer and prioritisation of the AMR and IFS. Circa 5 sections complete in draft form. 2 near final.
23	<b>Integrated Management Plans for land owned by the Authority</b>  <b>Outcome sought:</b> To demonstrate best practice and appropriate experimentation on our own land to deliver multiple benefits in partnership with others.	RD	<b>Milestone:</b> Identify all stakeholders that need to be engaged in developing integrated management plans for our land at Haytor and Holne. Create Terms of Reference for the work and determine if delivered by DNPA (subject to capacity) or externally (subject to budget)	<b>Milestone:</b> Commission work on Intergrated Management Plans subject to capacity and budget.	<b>Milestone:</b> 1st draft of IMP produced and shared with working party and LT.	<b>Milestone:</b> Final report produced, presented to Authority and subject to Member approval work and funding plan drawn up for 2024-25	
			<b>Actual progress:</b> No capacity to start on this in Q1.	R	<b>Actual progress:</b> To discuss at LT in terms of capacity and time	R	<b>Actual progress:</b> In abeyance with no further work at this time due to staff capacity.

**Priorities:**

- Better for Nature
- Better for Cultural Heritage
- Better for Farming and Forestry
- Better for People
- Better for Communities and Business
- Be an Excellent Organisation

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
<b>BETTER FOR NATURE</b>						
1	<b>Peatland restoration - work with the South West Peatland Partnership to deliver an agreed programme of peatland restoration</b>  <b>Outcome sought:</b> Restoration and enhancement of 1,000 ha of peatland on Dartmoor by 2026 to deliver multiple benefits including increased local capacity to undertake the restoration work and thus support a 'circular economy'.	JA	<b>Milestone:</b> Design and submit additional and revised restoration plans to Natural England for 2024/5 restoration season by end June 2024. Subject to South West Water (SWW) confirmation, these sites will likely include Cranmere Pool, Blacklane Mire, Naker's Hill, Red Lake North.  <b>Actual progress:</b>	<b>Milestone:</b> Complete restoration planning and secure contractors for 2024/5 restoration season delivery. Subject to SWW confirmation and Natural England approval, sites to include Hangingstone Hill (continued from 2023/4 season), Tavy Head (continued from 2023/4 season), Cranmere Pool, Blacklane Mire, Naker's Hill, Red Lake North. Begin restoration works from August 2024.  <b>Actual progress:</b>	<b>Milestone:</b> Continue delivering restoration works at approved sites. Subject to SWW confirmation and Natural England approval, sites to include Hangingstone Hill (continued from 2023/4 season), Tavy Head (continued from 2023/4 season), Cranmere Pool, Blacklane Mire, Naker's Hill, Red Lake North. Begin restoration works from August 2024.  <b>Actual progress:</b>	<b>Milestone:</b> Complete restoration at approved sites. Subject to SWW confirmation and Natural England approval, sites to include Hangingstone Hill (continued from 2023/4 season), Tavy Head (continued from 2023/4 season), Cranmere Pool, Blacklane Mire, Naker's Hill, Red Lake North. Begin restoration works from August 2024.  <b>Actual progress:</b>
2	<b>Natural Flood Management – working with the Environment Agency and others to deliver natural flood management schemes</b>  <b>Outcome sought:</b> Use of natural flood management measures within key catchments that reduce the risk of flooding, improve hydrological systems and deliver other public benefits in a way that supports local communities and the 'circular economy'.	JA	<b>Milestone:</b> Receive approval for EA Business Case to secure funding for Natural Flood Management for Dartmoor's priority catchments until 2033. Continue creating project pipeline in priority catchments and create engagement plan, and delivering capital works wherever possible. Priority catchments include Yealm, Erme, Bovey, East and West Okement, Mardle and Dean Burn, Hanger Down, Colley Brook and the Black Brook. More specific targets will be determined by the EA Business Case requirements, once it is approved.  <b>Actual progress:</b>	<b>Milestone:</b> In all priority catchments, continue building project pipeline, completing preparatory surveys and consents, and delivering capital works.  <b>Actual progress:</b>	<b>Milestone:</b> In all priority catchments, continue building project pipeline, completing preparatory surveys and consents, and delivering capital works.  <b>Actual progress:</b>	<b>Milestone:</b> In all priority catchments, continue building project pipeline, completing preparatory surveys and consents, and delivering capital works.  <b>Actual progress:</b>
3	<b>Deliver landscape scale nature enhancement</b>  <b>Outcome sought:</b> Nature enhancement at a landscape scale is underpinned by dynamic natural processes and we have viable farming and forestry businesses that have delivery of public benefits at their heart.	CG	<b>Milestone:</b> Recruit Walkham Valley Landscape Recovery posts, complete enrolment and begin stakeholder consultation. Work with other Landscape Recovery Projects on Dartmoor to ensure an integrated approach. Increase stakeholder engagement with Erme and Yealm catchments to assess Landscape Recovery interest for round 3. Scope Dart Landscape Recovery feasibility.  <b>Actual progress:</b>	<b>Milestone:</b> Develop and submit round 3 Landscape Recovery application if viable. Employ third staff member for Walkham Valley Landscape Recovery and continue leading development phase. Provide resource for East Dartmoor Landscape Recovery and support to East Dartmoor Landscape Recovery.  <b>Actual progress:</b>	<b>Milestone:</b> Deliver Walkham Valley Landscape Recovery and support East Dartmoor Landscape Recovery. Submit application for round 3 if progressed.  <b>Actual progress:</b>	<b>Milestone:</b> Deliver Walkham Valley Landscape Recovery and support East Dartmoor Landscape Recovery.  <b>Actual progress:</b>
4	<b>Support key species</b>  <b>Outcome sought:</b> An abundance and diversity of species on Dartmoor, which are widespread and thriving. This will include work on species reintroduction.	CG	<b>Milestone:</b> Support delivery of reintroduction projects including pine marten and curlew.  <b>Actual progress:</b>	<b>Milestone:</b> Begin work on species strategy, scoping, resources and literature review. Manage contract for invasives  <b>Actual progress:</b> t	<b>Milestone:</b> Assist with initial pine marten reintroductions. Complete consultation with stakeholders and task and finish group to inform species strategy. Plan invasives legacy post 24.  <b>Actual progress:</b>	<b>Milestone:</b> Support species work for Walkham Valley Landscape Recovery. Continue pine marten support and assist with monitoring if required. Finalise species strategy.  <b>Actual progress:</b>
5	<b>Better for Cultural Heritage</b>  <b>Outcome sought:</b> Dartmoor's cultural heritage is protected, well managed and in good condition. The significance of the historic environment will be understood by both those living and working on Dartmoor and by visitors.	CG	<b>Milestone:</b> Preparation for excavation. Complete Our Upland Commons Piles Hill investigations. Secure Adopt a Monumnet and Monument Management Schemes for year.  <b>Actual progress:</b>	<b>Milestone:</b> Undertake excavation. Identify funding opportunities for Holwell excavation - timeframe for excavation to be determined.  <b>Actual progress:</b>	<b>Milestone:</b> Post excavation works. Practical works on site including Merrivale, Challacombe and Natter Down. Volunteers to start significance work around stream works. Evaluate feedback from PAL review, draft new definition and strategy.  <b>Actual progress:</b>	<b>Milestone:</b> Post excavation works. Completion of scheduled and reactive practical monuments works.  <b>Actual progress:</b>
6	<b>Work with partners to implement the recommendations from the Fursdon Review</b>  <b>Outcome sought:</b> Viable farming and forestry systems that sustain and enhance a high-quality environment, enhance nature, store and sequester carbon, produce healthy food, high quality fibre and other products, and deliver a wide range of public goods.	KB	<b>Milestone:</b> Work with partners to ensure a positive Government response to the Fursdon Review which provides partners/ local stakeholders with a mandate to take forward the recommendations in the review and the agreed priorities around a land use framework; Dartmoor Observatory; 'heads and minds' engagement; and work on grazing regimes. Future milestones depend on the Government response and the potential remit of the Land Use Management Group and liaison with the independent chair of the Group (when appointed by Defra)  <b>Actual progress:</b>	<b>Milestone:</b> TBC - refer to Quarter 1  <b>Actual progress:</b>	<b>Milestone:</b> TBC - refer to Quarter 1  <b>Actual progress:</b>	<b>Milestone:</b> TBC - refer to Quarter 1  <b>Actual progress:</b>
7	<b>Deliver Farming in Protected Landscapes (FiPL)</b>  <b>Outcome sought:</b> FiPL will help support a farmed landscape that contributes to the Dartmoor Partnership Plan Vision across all of its themes.	JS	<b>Milestone:</b> Identify a range of case studies that communicate aims & opportunity for FiPL over the coming year, publicise these. Hold first open 'drop in' event with focus on new applicants. Achieve 40% of grant allocation committed. Contribute to Defra national publicity for FiPL. Complete headline output figures, to Defra on time and publicise locally. Working on filling any gaps on output achieved and gathering local impact stories. Maintain regular contact with SW/other PLs.  <b>Actual progress:</b>	<b>Milestone:</b> By end of quarter 75% grant allocation committed. Continue collection and communication of local impact/case studies, maintaining all records of output achieved and supporting Defra and other comms. Feedback from Virtual Fencing knowledge exchange group shared. Maintain regular contact with SW/other PLs.  <b>Actual progress:</b>	<b>Milestone:</b> Contact all applicants to communicate need for timely project completion and claim, publicise remaining available grant alongside suitable case studies. Full grant allocation should be achieved during this quarter and risk assessment undertaken for all active projects. Continue to maintain all output/impact data and share with Defra/PLs/locally as needed. Maintain regular contact with SW/other PLs.  <b>Actual progress:</b>	<b>Milestone:</b> Full grant allocation claimed/claims known to be coming asap. Dartmoor FiPL programme impact communicated locally and nationally as required.  <b>Actual progress:</b>



Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
8	<b>Hill Farm Project</b> <b>Outcome sought:</b> Support for farm businesses across the National Park to help them deliver a range of public goods as part of a sustainable business and promote effective collaboration. Focus on supporting: agricultural transition, understanding of the new Environmental Land Management system and a circular economy.	DA	<b>Milestone:</b> Complete delivery of FFIF (Farm for the Future) 2023 cohort and design programme for final 2024 phase. Support Dartmoor farmers' Association with FiPL scheme and run grazing trial events. Review governance model for steering group and implement changes <b>Actual progress:</b>	<b>Milestone:</b> Recruit 20 new members and run complimentary events of existing FFIF members. Support delivery of WVLR. Deliver DFA FiPL project. Monitor grazing trials and hold follow up events. Explore funding opportunities for HFP and ELMS post <b>Actual progress:</b>	<b>Milestone:</b> Deliver FFIF workshops. Deliver DFA FiPL project. Share findings from field trails and grazing groups events. Support delivery of WVLR. <b>Actual progress:</b>	<b>Milestone:</b> Complete FFIF deliver and evaluation and identify legacy and ongoing support mechanisms. Provide feedback on DFA FiPL project. <b>Actual progress:</b>
9	<b>Our Upland Commons</b> <b>Outcome sought:</b> Deliver agreed outcomes for National Lottery Heritage Funded programme, including: shared local visions for commons, showcasing new approaches to management of common land to deliver a range of public benefits and improved public understanding of commoning. Contribute to thinking about the new Environmental Land Management system.	RD	<b>Milestone:</b> Delivery of outstanding projects including visioning for commons and healthy livestock. Develop legacy of Our Upland Commons. <b>Actual progress:</b>	<b>Milestone:</b> Finish projects that are still outstanding and prepare reports. Explore potential submission of FiPL bid to extend project to March 2025 <b>Actual progress:</b>	<b>Milestone:</b> Celebration event in October. Subject to funding opportunities, project finishes in November 2025. Ensure final reports complete if finished. <b>Actual progress:</b>	<b>Milestone:</b> Subject to funding extension complete all reports and report on legacy and next steps. <b>Actual progress:</b>
10	<b>Develop and implement a Visitor Management Plan for 2024 season</b> <b>Outcome sought:</b> Visitors understand and respect the environment, each other and the people living and working on Dartmoor.	RD	<b>Milestone:</b> Visitor Management Plan (Comms and engagement) shared with Behaviour Management group of Dartmoor Rural Crime Initiative. Seek partner support for Dartmoor Marshalls and subject to funding agree deployment timetable and conduct training for the Marshalls. <b>Actual progress:</b>	<b>Milestone:</b> Subject to funding Dartmoor Marshalls deployed. Ranger App used to record issues both thematically and spatially - report completed on key areas of concern and how they were addressed. <b>Actual progress:</b>	<b>Milestone:</b> Dartmoor Rural Crime Initiative Meeting held. Review of summer season, plans for winter season shared with all partners. Review of Dartmoor Marshalls presented to partners. <b>Actual progress:</b>	<b>Milestone:</b> Development of 2025 Visitor Management Plans. Enjoy Dartmoor carries key messages for 2025. <b>Actual progress:</b>
11	<b>Access for All</b> <b>Outcome sought:</b> High quality infrastructure that supports access by people from all backgrounds and ages.	SL & AW	<b>Milestone:</b> (i) Development of 12 Access for All Schemes to be delivered in 2024/25 utilising the £75,000 Defra grant for this work. (ii) Reduction in the number of reported maintenance issues for PROW, recorded on CAMS (links to performance indicator for this work). <b>Actual progress:</b>	<b>Milestone:</b> Delivery of Access for All schemes and reduction in number of CAMS issues. <b>Actual progress:</b>	<b>Milestone:</b> Completion of at least 6 Access for All Schemes and reduction in CAMS issues. <b>Actual progress:</b>	<b>Milestone:</b> Completion of Access for All schemes (total of 12 as identified in Q1) and reduction of CAMS issues to less than 400. <b>Actual progress:</b>
12	<b>Dartmoor for All</b> <b>Outcome sought:</b> People of all ages, backgrounds and abilities are able to access Dartmoor and feel welcome. Every visitor has positive and immersive experiences resulting in a long-lasting connection and care for the place and its communities.	CE	<b>Milestone:</b> 'Generation Green 2' funding secured for this FY, to support Community Engagement with young people for IMD Scale 1-3 through residential and targeted outreach events. Comprehensive and coordinated events plan scheduled across visitor centres, the Outreach vehicle and summer events planned. Working group set up to review and refine the DNPA education offer and Haytor VC upgrades, with work programme written for both. <b>Actual progress:</b>	<b>Milestone:</b> Summer event programme delivered with associated support through comms (digital and print). Updated visitor experience measurement in place through the use of survey points at all centres and online to monitor visitor experience. Visitor footfall on a par, or up from 2023 numbers (benchmark as first 'normal' season post-pandemic). Research and development initiated for DNPA education development. Research, quote gathering and scoping project underway for Haytor VC upgrades. <b>Actual progress:</b>	<b>Milestone:</b> Proposal paper to go to LT for consideration on Haytor VC upgrade recommendations. E-communication subscriber numbers increased from FY23/24. Events and exhibitions held in Visitor Centres to increase winter footfall and sales. Event themes and planning in place for FY25/26. Funding streams sought for Community Engagement into FY 25/26. <b>Actual progress:</b>	<b>Milestone:</b> Proposal paper to go to LT with improvements and onward delivery plan for the DNPA education offer. Delivery of Enjoy Dartmoor 2024/25 magazine, to inform and enhance visitor experience, deepening their connection with Dartmoor. <b>Actual progress:</b>
13	<b>Better Communities</b> <b>Outcome sought:</b> Dartmoor's communities are thriving and engaged in caring for the National Park.	DB	<b>Milestone:</b> Scope sites of and development of at least 2 new Town Trails. Review Infrastructure Delivery Plan and identify needs in communities. Develop Visioning document Princetown with partners <b>Actual progress:</b> Planned new town trails for Ashburton in conjunction with Chamber of Trade and Information Centre and Moretonhampstead in conjunction with MDT and GC, looking at other towns thereafter (Chagford etc). Infrastructure Delivery Plan fully reviewed. Princetown vision	<b>Milestone:</b> Draft of new Town Trails. Infrastructure Delivery Plan agreed with Forward Planning and next steps. Develop template and timetable for Community Climate Action Plans. Further development of Princetown visioning document and associated plan for Princetown. <b>Actual progress:</b>	<b>Milestone:</b> Town Trails launched. Communities identified in first iteration of Community Climate Action Plans. Visioning document and plan for Princetown out for consultation. <b>Actual progress:</b>	<b>Milestone:</b> Review of Town Trails. Community Climate Action Plans launched and promoted with action plan developed for further community engagement. Timetable further developed for Princetown plan. <b>Actual progress:</b>
14	<b>Digital National Park</b> <b>Outcome sought:</b> Working in partnership to support communities in enabling high quality digital connectivity through the development of ultra-fast broadband and mobile provision in ways compatible with the National Park's landscape and cultural heritage.	KB	<b>Milestone:</b> Aim is to secure a positive response from the Government to our Digital National Park (submitted December 2023) proposal by end of June 2024. If this forthcoming we can then set future milestones. If we do not secure a positive response then the project will cease as we do not have capacity, resources or expertise to pursue alone. <b>Actual progress:</b>	<b>Milestone:</b> Subject to Government response to the proposal submitted to BDUK, Department for Science, innovation and Technology and Defra <b>Actual progress:</b>	<b>Milestone:</b> Subject to Government response to the proposal submitted to BDUK, Department for Science, innovation and Technology and Defra <b>Actual progress:</b>	<b>Milestone:</b> Subject to Government response to the proposal submitted to BDUK, Department for Science, innovation and Technology and Defra <b>Actual progress:</b>
15	<b>Race to Zero Review and deliver DNPA's Climate Action Plan</b> <b>Outcome sought:</b> An action plan that supports our ambition for the National Park to be carbon negative by 2024.	JM	<b>Milestone:</b> Draft a review and develop Climate action plan for the an evidence based emissions reduction plan for the next 12 months. Explore options for partnership working and funding to support plans. <b>Actual progress:</b>	<b>Milestone:</b> Secure key partners to deliver climate plan. Develop communication strategy to share successes and challenges. Authority paper presenting plan. <b>Actual progress:</b>	<b>Milestone:</b> Review performance of plan and actions against climate action plan. <b>Actual progress:</b>	<b>Milestone:</b> Commence work on Climate action for 2025-26. <b>Actual progress:</b>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
16	<b>Volunteering</b> <b>Outcome sought:</b> A spectrum of volunteering opportunities so that anyone in communities within or outside the National Park has the opportunity to engage in caring for and managing Dartmoor.	NW	<b>Milestone:</b> Develop role profile for new, long-term Access Volunteers Review/update role profile for Engagement Volunteers & Education Guides Undertake recruitment exercise to these positions and complete onboarding process = new volunteers on the books Clear garage at Parke to create volunteer hub/base to provide meeting place, store and shelter Update volunteer claim form & volunteer data capture form <b>Actual progress:</b>	<b>Milestone:</b> Established independent volunteer team of eight Access Volunteers working out of Parke able to work out on the ground without Ranger supervision Identify training needs/programme and deliver for Access Volunteers in 2024/25 Organise and deliver event(s) as part of UK National Parks Volunteering Day (Sept 24), including promotion of LookWild App <b>Actual progress:</b>	<b>Milestone:</b> Review Voluntary Warden Scheme to establish Volunteer Ranger Scheme from April 2025 Review how volunteer work is recorded and reported; explore potential use of App for collecting volunteer data <b>Actual progress:</b>	<b>Milestone:</b> Review how volunteer work is communicated and celebrated Review/update Volunteer Welcome Pack Undertake audit of registered volunteers personal data, emergency contacts, etc. Introduce monthly volunteer newsletter from April 2025 <b>Actual progress:</b>
17	<b>Dartmoor Foundation</b> <b>Outcome sought:</b> Establish a new 'Dartmoor Foundation' as a vehicle to support National Park purposes, deliver the agreed vision for Dartmoor National Park and key actions in the Dartmoor Partnership Plan.	KB	<b>Milestone:</b> Articles of Association and Master Collaboration Agreement agreed by Steering Group. Work started on operational/business plan for the Foundation and a communication/engagement strategy (including details for launch). Conversations with potential trustees undertaken with aim of securing a minimum of 4 trustees by September 2024 <b>Actual progress:</b>	<b>Milestone:</b> Foundation registered as a company and application for charitable status submitted to Charity Commissioners. Four trustees 'appointed' and draft operational plan in place. Communication plan agreed by Steering Group. Ideas and planning event held with trustees and key Authority staff. <b>Actual progress:</b>	<b>Milestone:</b> Foundation staff recruited and employment commenced by early November. Foundation formally launched (December 2024) with a set of initial projects that it will fundraise for. <b>Actual progress:</b>	<b>Milestone:</b> Future milestones will relate to performance of the Foundation <b>Actual progress:</b>
18	<b>Dartmoor's Dynamic Landscapes</b> <b>Outcome sought:</b> An integrated programme of funded partnership activity projects that help deliver the vision in the Dartmoor Partnership Plan.	JS	<b>Milestone:</b> Draft of Stage 2 submission material submitted to NLHF (National Lottery Heritage Fund) and passed suitable to continue to full submission. Area Action Plan and project delivery plans developed to schedule and agreed detail. Partners committed to programme and sufficient match funding identified and secured. Related communities/stakeholders aware of and contributing to development of proposals. <b>Actual progress:</b>	<b>Milestone:</b> Stage 2 submission to NLHF made on time and to good quality. All Partners signed up to grant submission and programme delivery with good knowledge of their place in wider programme. Communities familiar with proposals and strongly support. <b>Actual progress:</b>	<b>Milestone:</b> Should receive decision from NLHF at end of quarter, communicate with Partners and other key stakeholders, plan next steps. <b>Actual progress:</b>	<b>Milestone:</b> If funding confirmed all permission to start documents, as well as any agreements completed and signed. Initial publicity complete, partner and stakeholder meetings held. All staff recruitment underway/complete. Programme communications (web site, social media etc) established. If funding not confirmed - next steps agreed and initiated with Partners. <b>Actual progress:</b>
19	<b>Integrated Management Plans for land owned by the Authority</b> <b>Outcome sought:</b> Management of land owned by the National Park Authority is helping to demonstrate practical delivery of the vision in the Dartmoor Partnership Plan.	RD	<b>Milestone:</b> Identify current management of landholdings and opportunities that allow practical delivery of the vision and achieve transformative change. <b>Actual progress:</b>	<b>Milestone:</b> Work programmes and recording and monitoring of work in place - exploring climate change, nature, cultural heritage, farming, forestry and people. <b>Actual progress:</b>	<b>Milestone:</b> Report to Authority on progress to date and plans until 2026 (end of the current iteration of the Partnership Plan) <b>Actual progress:</b>	<b>Milestone:</b> <b>Actual progress:</b>
20	<b>Publish a revised State of the Park Report and review the governance arrangements for the Partnership Plan</b> <b>Outcome sought:</b> A comprehensive report on the State of the Park that provides an evidence base for future policies and projects. A clear governance structure for the Partnership Plan..	DK	<b>Milestone:</b> Secure consultants to complete State of the Park report given lack of staff capacity. Develop a positive communication strategy for the 'relaunch' of the Partnership Plan, both internally and externally to the organisation. Commence work on monitoring strategy and new governance structure for the Partnership Plan. <b>Actual progress:</b>	<b>Milestone:</b> Finalise State of the Park. Report ideas on monitoring strategy and governance structure to Leadership Team and seek engagement from key partners. Present findings to the Authority Meeting in September. Authority report setting out Governance framework for ongoing monitoring of Partnership Plan for July. <b>Actual progress:</b>	<b>Milestone:</b> Report State of the Park to Authority and present monitoring strategy and governance framework for the Partnership Plan to Authority for discussion and approval. Subject to approval arrange and hold meeting of 'Delivery Board' (or similar for the Partnership Plan). <b>Actual progress:</b>	<b>Milestone:</b> Commence work on scoping integrated Partnership/Spatial Plan, identify partners and key milestones. <b>Actual progress:</b>
21	<b>Implement a new financial system</b> <b>Outcome sought:</b> A robust IT system that supports more efficient and effective processes for financial transactions and monitoring.	AS	<b>Milestone:</b> System administrators training received. Test the new system in its test environment <b>Actual progress:</b>	<b>Milestone:</b> All staff to have received relevant training in preparation for system go live in August <b>Actual progress:</b>	<b>Milestone:</b> imbedding the new processes. Budget prep process to be completed in the new system <b>Actual progress:</b>	<b>Milestone:</b> Prepare new system for end of year closedown. <b>Actual progress:</b>

**Priorities:**

- Better for Nature
- Better for Cultural Heritage
- Better for Farming and Forestry
- Better for People
- Better for Communities and Business
- Be an Excellent Organisation



NPA/AG/24/004

## Dartmoor National Park Authority

31 May 2024

### Performance Indicators

Report of the Head of Organisational Development

Recommendations: **That Members:**

- (i) **note the content of the report;**
- (ii) **analyse the performance for 2023/24 and consider any action which may be taken to maintain and/or improve good performance or to address under-performance; and**
- (iii) **note the agreed performance indicators for 2024/25 and proposed targets.**

#### 1 Purpose of the Report

- 1.1 This report informs Members of performance against the Authority's agreed performance indicator targets for 2023/24 and provides an opportunity to discuss, query and challenge performance against each indicator.
- 1.2 Our performance in 2023/24 is provided at Appendix 1.
- 1.3 In March 2024 [\[NPA/24/15\]](#) Members delegated authority to the Chief Executive, in consultation with the Chair, to agree the final version of the business plan and set of performance indicators and targets for 2024/25.
- 1.4 The performance indicators for 2024/25 and proposed targets are provided at Appendix 2.

#### 2 Performance Indicators

- 2.1 The Authority's current set of performance indicators include 'state of the park' indicators that we have little direct influence over as well as more specific indicators about the Authority's performance. Some of these indicators are agreed locally and others are agreed nationally (i.e., required by Central Government or agreed with other National Park Authorities).
- 2.2 The governance arrangements for the Dartmoor Partnership Plan (National Park Management Plan) include the reporting arrangements for 'state of the park' indicators. These indicators are related to the Ambitions in the Partnership Plan, and many are outcome based. These are reported separately to the Authority.

2.3 Performance indicators that relate to how our services are performing (a sub-set of all performance indicators) are monitored and reported to the Audit & Governance Committee during the year.

### 3 Performance for 2023/24

3.1 Attached in Appendix 1 is the list of performance indicators including a description of how we measure our achievement. Performance for this year is shown as well as the previous two years (2021/22 & 2022/23) for comparison purposes.

3.2 For 2023/24 where a target is met or exceeded, this is highlighted green. If a target has not been met, then this is highlighted red. Those indicators with no highlight have explanatory text or did not have a target set (i.e. trend data).

### 4 Observations

#### 4.1 *Sickness absence*

4.1.1 The number of working days lost due to sickness absence exceeded the targets for long-term and short-term absences in 2023/24, albeit not by significant amounts.

4.1.2 The total number of days lost to sickness absence (600) reduced considerably from the previous year (940) with absence returning to the levels last seen before the pandemic.

4.1.3 There were 7 long-term absences (more than 4 weeks) which accounted for 34% of days lost (205.5 of 600 days lost in total). The primary reasons for long-term absence were surgery (123.5 days) mental health/wellbeing (73 days).

4.1.4 Short-term absence also has an impact on performance and productivity, with coughs/cold/flu (70.5 days lost) and COVID (43.5 days lost) the two highest causes of short-term absence.

4.1.5 Members are also advised that 32 employees had less than 4 days sickness absence in the period 1 April 2023 to 31 March 2024. A further 45 employees had no sickness absence in the same twelve-month period.

4.1.6 A summary of absence data for 2023/24 and the previous 4 years is provided in the table below:

Year	Days lost	Days lost per FTE (Full Time Equivalent)	Days lost per FTE excluding long-term absence (> 4 weeks)	Notes
2019/20	569.5	7.16	3.94	
2020/21	127	1.67	1.04	Covid
2021/22	322.5	4.17	2.68	Covid recovery
2022/23	940	11.16	4.17	
2023/24	600	7.42	4.88	

## 4.2 Staff turnover

4.2.1 Staff turnover can have a significant impact on performance. Analysis undertaken for the year to 31 March 2024 confirmed that over 520 working days were lost (equivalent to about two full-time posts) as a result of staff turnover, measured as the days between a post becoming vacant and that post being filled. We have struggled to recruit to a number of vacancies often meaning we have to re-advertise – prolonging the period of ‘staff absence’ and increasing the demand on HR and other staff.

## 4.3 Member attendance (S14)

4.3.1 The overall percentage of Membership attending Authority meetings in 2023/24 was 83% against a target of 85%.

## 4.4 Parish meetings (P11)

4.4.1 The percentage of parish meetings attended at least once by a representative of the Authority was 78% against a target of 80%.

4.4.2 Members attended a total of 80 parish meetings, whereas officers attended 28 parish meetings in 2023/24.

## 4.5 Number of visitors to National Park Visitor Centres (E1)

4.5.1 Visitor numbers in Devon and Cornwall were down by up to 20% (Visit Devon figures) in the summer of 2023. Industry representatives attribute this dip in numbers to the weather and visitors travelling and spending less due to the increased ‘cost of living.’

4.5.2 Lower footfall at Princetown has not been helped by ongoing work on the Ian Mercer Room, meaning we have been unable to hold any major exhibitions, host school visits or grant access to the Jack Wigmore garden at the rear of the building.

## 4.6 Public engagement events (E11)

4.6.1 In 2023/24 we held less public engagement events ourselves, choosing to partner on joint events such as the Natural England Rainforest Event last spring. The number of events held varies each year, dependent on internal priorities and available staff resource. For example, in the past we have counted the Moor than Meets the Eye events, along with archaeology, ecology and ranger events.

4.6.2 Some of the events that are run by the rangers are counted in the outreach figures indicating that we are not capturing this information correctly. More robust event records are being worked on for 2024/25.

## 4.7 Social media/e-communications (P9)

4.7.1 Increase in social media followers has been partially due to the hard work of our Digital Communications Officer who has been focussed on growing our TikTok and Linked In followers, to enable us to engage with new audiences. This has been achieved by following relevant people/organisations and tagging people in posts.

Our Digital Communications Officer has also concentrated on sharing more video content which is industry best practice in driving reach and engagement online.

4.7.2 The Backpack Camping Court of Appeal was heard in July 2023 which gained substantial press coverage both in the UK and internationally. This interest in Dartmoor National Park increased our followers on social media as people captivated by the case sought to learn more. This peaked in Quarter 3, but we have been able to maintain a large number of those new followers into Quarter 4.

#### 4.8 Website (P10)

4.8.1 As stated above, the Court of Appeal hearing in July 2023 which gained substantial press coverage both in the UK and internationally also boosted visits to our website. This spiked in Quarter 2 as press gathered content for their stories and researchers sought more information in advance of the case being heard.

4.8.2 The dip in Quarter 1 is due to Google Analytics changing to the next generation of Analytics (GA4) and past data not migrating to the new reporting system. This was an industry wide issue.

#### 4.9 DNPA attendance at local shows (P12)

4.9.1 Number of 'contacts' is the clicker counter of how many members of the public were interacted with.

4.9.2 The numbers in Quarter 3 and Quarter 4 are zero due to the time of year – there are no local shows held during this time.

#### 4.10 Volunteering (P3 & E9)

4.10.1 The performance indicators relating to volunteering derive from the National Park family indicators that capture the number (and value) of volunteering days organised or supported by the Authority, as well as the number of those days attended by underrepresented groups.

4.10.2 Our ongoing work to improve the management of information relating to volunteers has highlighted some weaknesses in how volunteer data is captured and recorded. This has identified that in some service areas volunteer hours were being recorded as volunteer days, therefore overstating performance and in turn targets.

4.10.3 Work to improve our systems and to provide robust volunteer data is currently being undertaken. The data for 2023/24 has been checked and this confirms that the Authority organised or supported 3,339 volunteer days in 2023/24. Consequently, the target for 2024/25 has been revised to 3,500 days.

4.10.4 Notwithstanding the above, during 2023/24 the Authority has continued to engage positively with volunteers across our services, and we have ambitions to develop this further in 2024/25.

4.10.5 Some notable highlights have included supporting archaeological fieldwork volunteers in partnership with the University of Leicester, enabling volunteers to undertake fingerpost manufacturing improving the public rights of way network, the

Junior Youth Rangers volunteer programme, participation in a webinar hosted by the Devon Local Nature Partnership, as well as the ongoing Haytor Second Sundays and volunteer teams tackling invasive non-native species.

4.10.6 Behind the scenes we have updated our website and volunteer application forms, completed an audit of our volunteer database, and undertaken two surveys to understand current volunteering activity, identify our existing volunteers, the organisations that we work with and consider opportunities to grow volunteering activity across the Authority and the National Park.

#### 4.11 Spatial Planning (S13, S16, S17, P1, P2, P5)

4.11.1 It has been a time of change in the Development Management Team, with new structures and personnel settling into their roles. Notwithstanding this, performance has remained consistent and above the national performance targets, which is a credit to all involved. IT issues persist and we continue to work with our providers to make progress and improve our processes. In addition to determining planning applications the team have commenced works to review the Validation Checklist, reinstate the pre-application service, and implement Biodiversity Net Gain.

4.11.2 As with Development Management, the enforcement team have seen changes in roles and focus and are developing and streamlining processes. A number of formal notices have been issued. Officers have also positively worked with landowners to find resolutions for many of the cases, resulting in no formal action being required. Work will be shortly commencing on updating our Enforcement Policy and the team are defending a number of enforcement appeals.

4.11.3 We continue to recruit to vacant roles in our planning policy team, and with the departure of the Assistant Planning Officer capacity is at a critical level. Some work has been temporarily delayed with alternative provisions being developed to ensure progress continues.

4.11.4 Following a successful recruitment process, the Partnership Plan and Climate Officer (new post) has commenced work to review existing governance and monitoring processes for the Partnership Plan. Constructive engagement is also taking place with other National Parks around involvement in the Race to Zero project and wider discussions regarding our Climate Action Plan and taking this forward positively.

#### 4.12 Planning satisfaction survey (S16)

4.12.1 Planning satisfaction surveys are one way in which the Authority can collect information regarding the quality of service being provided. Direct feedback from applicants is used in assisting the Authority to identify areas of improvement and celebrate achievements. Since May 2023 we have received eight responses. This is an extremely low number and therefore difficult to analyse and provide meaningful feedback. However, from the responses received, the overall satisfaction of the service was mixed, some found that officers were helpful and

attentive while others were concerned by the lack of information on the progress of their planning applications.

4.12.2 Overall, out of a score of 5 the average score was 2.5. The areas of improvement were around access to information and providing clear updates to service users on progress.

4.12.3 These results will be used to inform potential changes to the service moving forward. We will also consider how we better receive feedback from service users to have greater engagement across all users of our planning service.

#### 4.13 Appeals allowed against DNPA decision (S17)

4.13.1 The appeal performance has been strong with only 22% of appeal decisions being allowed. This is well below the target set of 33% of appeals overturned and supports the high quality, fair decision making within the team.

4.13.2 The appeal process is an important indicator as to whether the decision making of the Authority is of a high quality and consistent with local planning policies together with national policy and other material considerations. This performance outcome indicates that the Authority is clear in its decisions making, providing certainty for applicants in the advice and decisions that we provide.

#### 4.14 Large scale events (E10)

4.14.1 The Authority operates a system for managing large scale recreation events, whereby event organisers are encouraged to contact the Access & Recreation Team at an early stage. This system helps to ensure that all events are well managed enabling people to enjoy and experience the national park, whilst minimising any adverse impacts on local communities, other visitors, wildlife or paths and trails.

4.14.2 During 2023/24 we witnessed a slight decrease in the number of large-scale event notifications, though the number is within the typical range experienced in previous years. Data for the second quarter of 2023/24 is heavily influenced by the 1500 students who took part in the Okehampton college sponsored walk.

4.14.3 Officers continue to work hard in building relationships with event organisers so that landowners/managers and relevant stakeholders are informed of large-scale events. This is essential in ensuring impacts of such events are appropriately managed.

## 5 **Performance Indicators for 2024/25**

5.1 Following the Authority meeting in March 2024 [[NPA/24/15](#)] officers have worked to develop an updated suite of performance indicators that are also included in the Authority's Business Plan.



5.2 The agreed performance indicators for 2024/25 and proposed targets are provided at Appendix 2.

## **6 Equality and Sustainability Impact**

6.1 The Authority seeks to treat all people equally, honestly, and fairly in any, or all its business activity, including partners, visitors, suppliers, contractors, service users. There are no specific impacts arising from this report.

## **7 Financial Implications**

7.1 There are no financial implications arising directly from this report.

## **8 Conclusion**

8.1 Members will note the Authority's performance in 2023/24 against the indicator targets.

8.2 Leadership Team continue to closely monitor performance and, where appropriate, investigate further to understand the detail behind the figures.

8.3 Where targets are not met, this does not necessarily indicate underperformance and 'Team Dartmoor' – staff, Members, and volunteers – continue to demonstrate dedication, flexibility, and commitment to deliver the Authority's objectives.

NEIL WHITE

**Attachments:**  **Appendix 1 - Performance Indicators 2023-24**  
**Appendix 2 - Performance Indicators 2024-25 and proposed targets**

2024 05 31 NW Performance Indicators

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2021/22	Outturn 2022/23	Target 2023/24 to be completed	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	
<b>SUSTAIN - Conservation of the Natural and Historic Environment</b>											
S3	Number of scheduled monuments 'at high or medium risk' conserved during the last 3 years	AC	17		17	Reported Annually					
S4	% length of water courses with:	a) 'high' or 'good' ecological status	CG	n/a		Reported Annually					
		b) 'moderate' ecological status	CG	n/a		Reported Annually					
S7	Erosion sites	a) Number of known erosion sites	SL/RS	295		to be determined	Reported Annually				
		b) % of known erosion sites stable or improving	SL/RS	No data		to be determined	Reported Annually				
S10	% of income derived from sources other than National Park Grant	AS	31.85%	37.14%	38%	Reported Annually				40%	
S11	% change in CO <sub>2</sub> e from DNPA operations <b>** (NB: Higher Uppacott was excluded in previous years)</b>	AS	Buildings: 123,586 kg 23 % Transport: 67977 kg 15 %		0% (target being reviewed as part of Climate Action Plan)	Reported annually at year end				Target being reviewed as part of Climate Action Plan	
			Overall: 191,564 kg 20 %								
S12	Number of working days lost due to sickness per Full Time Equivalent (FTE)	NW	a) including long term absence	4.17	11.4	7	5.03	5.09	7.71	7.42	7.42
			b) excluding long term absence	2.68	4.25	4	3.38	3.48	4.79	4.88	4.88
S13	% of enforcement cases resolved without the need for formal action	JA	97%	99.48%	90%	93%	94%	97%	94%	95%	
S14	% of Membership attending Authority meetings	PB	Authority: 86% Development Mgt:86% Audit & Gov'nce: 81 % Overall attendance:86%	Authority: 86% Development Mgt:86% Audit & Gov'nce: 82% Overall attendance:84%	85%	Authority: 95% Development Mgt: 79% Audit & Gov'nce: 60% Overall attendance:84%	Authority: 84% Development Mgt:84% Audit & Gov'nce: (no meeting) Overall attendance:84%	Authority: 76% Development Mgt:77% Audit & Gov'nce: 100% Overall attendance 79%	Authority: 84% Development Mgt:84% Audit & Gov'nce: (no meeting) Overall attendance 86%	Authority: 87% Development Mgt:81% Audit & Gov'nce: 78% Overall attendance 83%	

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2021/22	Outturn 2022/23	Target 2023/24 to be completed	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	
S16	% of planning applicants satisfied with quality of the service received	DK	70.40%		75%	Reported Annually				50% (average score 2.5 out of 5) NB. only 8 responses (small sample)	
S17	% of appeals allowed against DNPA decision to refuse consent (low figure is positive)	CH/JA	34.7%	28.6%	33%	44% (4 of 9)	0% (0 of 3)	25% (2 of 8)	0% (0 of 7)	22% (6 of 27)	
E1	Number of visitors to Visitor Centres at:	a) Haytor	CE	32,954	39,410	48,000	14,132	20,671	5,455	4,129	44,387
		b) Postbridge	CE	28,530	47,539	55,000	16,194	18,196	6,360	4,068	44,818
		c) Princetown	CE	34,699	53,867	65,000	14,132	23,002	7,829	3,874	44,963
		TOTAL:	CE	96,183	140,816	168,000	44,458	61,869	19,257	12,071	137,655
E2	% of total length of footpaths and other rights of way easy to use by members of the public (even though they may not follow the exact definitive line)	AW	88.41%	95.65%	90%	Reported Annually				89%	
E3	Number of visitors to the National Park	CE	Steam Data for 2021/22 reported June 2022		Data for 2023/24 not available until October 2024	Reported Annually				Data not available until October 2024	
E4	Number of litter bags collected by DNPA staff or volunteers	SL	431	557	no target set	253	52	114		419	
E6	Residents' satisfaction survey	LT	No current plan to undertake survey as no budget								
E7	Visitor Satisfaction	(a) survey	CE	Not undertaken due to Pandemic		N/A this data has not been tracked in 2023/24	Reported Annually				Survey results reported separately to Authority in April 2024 [NPA/24/22]
		(b) Trip Advisor (stars achieved)	CE	4.6		4.5	Reported Annually				Data no longer collected
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)	NW	553.3 (6.6%)	103	400	67.5	No data reported	No data reported	No data reported	67.5	

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2021/22	Outturn 2022/23	Target 2023/24 to be completed	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	
E10	Number of large scale organised events notified to the Authority and subsequently held on Dartmoor National Park (NB figures for large on road cycle "sportives" that we are not consulted on, are shown in brackets) [to be revised - see below]	AW	42	70	none set - record of trends	10	22 (notified of 17)	20	8	60	
	number of people participating	AW	13,211	12,303	reduce number of very large events	1,459	5,260	3,385	775	10,879	
E11*	Public engagement events	CP	75 events (2594) people)	110events (4798 people)	135	21 events (961 people)	12 events (1096 people) 33 events year to date)	9 events (807 people)	3 events (233 [people)	45	
P1	% of planning applications dealt with in a timely manner:	a) major applications determined within 13 weeks *If over 13 weeks Nos of PPAs or Exts	CH	0%	100%	50%	NIL%	NIL	None determined	66.66% (2 of 3) 100% with EOT	66.66% (2 of 3) 100% with EOT
		b) minor applications determined within 8 weeks *% determined if over 8 weeks with Exts	CH	61.3%	70.9%	65%	34% (15 of 44) 89% (39 of 44)	56% (18 of 32) 81% (26 of 32)	41% (14 of 34) 70.5% (24 of 34)	27% (8 of 29) 86% (25 of 29)	40% (55 of 139) 82% (114 of 139)
		c) other applications determined within 8 weeks *% determined if over 8 weeks with Exts	CH	71.4%	82.2%	85%	37% (27 of 73) 90% (66 of 73)	61% (51 of 83) 75% (63 of 83)	73% (30 of 41) 92% (38 of 41)	52% (33 of 63) 78% (49 of 63)	54% (141 of 260) 83% (216 of 260)
P2	a) % of all planning applications determined which have been approved	CH	91.2%	84.8%	no target - success is positive decisions for Dartmoor	88.03%	85%	90.50%	80%	86%	
		b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	CH	45.0%	52.9%	80%	80.00%	71%	47%	53%	63
		c) % of pre-applications for major applications which have been dealt with within 42 days	CH	Nil	100%	70%	NIL	NIL	NIL	NIL	NIL
P3	Volunteer Days	a) Total number of volunteer days organised or supported by the NPA	NW	8,417	9,627	9000 (inc volunteer conservation groups grand aided by DNPA)	217.65	118	126	2,878	3339
		b) Value (expressed in £) of volunteer days	NW (via NPE)	£841,700	£962,670	£900,000	£21,265	£11,600	12,550.00	287,750	£333,165
P5	Number of affordable housing units approved	AG	29	14	to be determined	2	0	4	0	6	

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2021/22	Outturn 2022/23	Target 2023/24 to be completed	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	
P9	Number of:	a) Followers on Social Media	CE	74,350	60,712	95,000	88,384	92,340	461,221	399,623	1,041,568
		b) Subscribers to e-communications (running total)	CE	3,607	4,116	4,500	4,116	4,235	4,358	4,462	17,171
		c) % opened	CE	36%	43%	45%	43%	43%	45%	43%	44%
P10	Number of unique visitors to website & page views	CE	525,735 / 1,949,771	2800 (Google Analytics not showing full data due to GA4 upgrade)	500,000 (data for unique visitors only)	6788	452,000	242,178	107,000	807,966	
P11	Parish Meetings	% of Parish meetings attended at least once in the year	PB	72%		80%	Reported Annually				78% (eleven Parish Councils not attended by any rep of DNPA)
		a) Number of Parish meetings attended by Rangers / Officers	PB	12		53	13	4	2	9	28
		b) Number of Parish meetings attended by Members	PB	89		30	26	29	11	14	80
P12	DNPA attendance at Local shows	a) Number of shows attended	CP	3	15	18	1	14	0	0	15
		b) Number of contacts made	CP	823	2901	2,500	1,213	2,251	0	0	3764
P14	Donate for Dartmoor:	LT	£17,120 (Does not include Moor Otter income)	£17,876	£15,000	£2,025	£5,755 (£7,780 year to date)	£3001 (£10,781 year to date)	£4237 (£15,018 year to date)	£15,018	

Family Performance Indicators

**DNPA Performance Indicators 2024/2025**

Ref	Spatial Planning	Target
01	Percentage of all planning applications determined which have been approved	No target - success is positive decisions for Dartmoor
02	Percentage of major applications determined within 13 weeks	50%
03	Percentage of minor applications determined within 8 weeks	65%
04	Percentage of other applications determined within 8 weeks	85%
05	Percentage of planning applicants satisfied with quality of the service received	80%
06	Percentage of pre-applications for minor and householder applications which have been concluded within 42 days	70%
07	Percentage of pre-applications for major applications which have been concluded within 56 days	70%
08	Percentage of applications validated within 5 working days	70%
09	Percentage of applications registered within 5 working days	70%

10	Number of enforcement cases received	No target - trend/baseline data
11	Number of enforcement notices issued	No target - trend/baseline data
12	Number of enforcement cases closed	No target - trend/baseline data
13	Percentage of appeals allowed	30%
14	Number of affordable housing units approved	65
<b>Ref</b>	<b>Conservation &amp; Communities</b>	
15	Percentage of public rights of way network that is easy to use	90%
16	Total number of unresolved maintenance issues on the public rights of way network	No target - trend/baseline data
17	Number of maintenance issues resolved by the Authority on the public rights of way network	600
18	User behaviour engagements	80%
19	Erosion monitor: Number of known erosion sites and percentage of known erosion sites stable or improving	No target - methodology being developed in 2024/25
20	Number of visitors to the National Park Visitor Centres	170,000

21	Number of engagement events delivered on Dartmoor and number of attendees	150 events/10,000 attendees
22	Number of engagement events attended/delivered beyond the National Park and number of attendees	
23	Percentage of engagement events attended/delivered on and off Dartmoor, reaching attendees on Index of Multiple Deprivation scale 1-3	10%
24	Number of followers on social media	110,000
25	Number of subscribers to e-communications	5,000
26	Percentage of e-communications opened by subscribers	48%
27	Number of unique visitors to Authority website and page views	300,000 total users 500,000 page views
28	Proportion of Farming in Protected Landscapes budget committed and spent	100%
<b>Ref</b>	<b>Corporate Services</b>	
29	Employee sickness absence	7 days per FTE 4 days (excluding long-term)
30	Employee turnover	10%
31	Employee appraisals	90%



32	Total number of volunteer days organised or supported by the Authority	3,500
33	Value of volunteer days organised or supported by the Authority	350,000
34	No. of volunteer days attended by under-represented groups	350
35	No. of formal complaints received and number of formal complaints upheld by Local Government & Social Care Ombudsman	No target - trend/baseline data
36	Spend per visitor in National Park Visitor Centres	£2.00
37	Percentage of income derived from sources other than National Park Grant	45%
38	Percentage change in carbon dioxide equivalent emissions from DNPA operations	0% - target being reviewed as part of Climate Action Plan
39	Percentage of Membership attending Authority meetings	85%
40	Number of parish meetings attended by Members	30
41	Number of parish meetings attended by Rangers and other officers	53



NPA/AG/24/005

## Dartmoor National Park Authority Audit and Governance Committee

31 May 2024

### **Strategic Risk Register**

Report of the Head of Organisational Development

Recommendation: **That Members approve the updated Strategic Risk Register attached at Appendix 1.**

#### **1 Background**

1.1 The Strategic Risk Register forms part of the Authority's overall risk management strategy.

1.2 The purpose of risk management is to increase the likelihood that the Authority will achieve its key objectives, as set out in the Business Plan, whilst avoiding financial loss, damage to service reputation, or prejudice to continued effective service provision. This involves systematically:

- identifying risks
- evaluating exposure to the risks identified
- assessing the control measures in place to deal with the risks; and
- managing those risks in a planned way

1.3 Risk management has the following aims:

- protect service delivery and its quality
- protect the reputation and image of the organisation
- ensure the security of the organisation
- secure earning capacity and funding
- secure the wellbeing of employees and service users
- ensure the integrity and resilience of information systems
- ensure probity and ethical conduct
- avoid criminal prosecution and civil litigation
- avoid financial loss, fraud, or corruption
- inform and enhance performance management

## 2 Strategic Risk Register

2.1 The Authority's Strategic Risk Register provides a structured approach to:

- identifying the risks that may stop the Authority from achieving its objectives
- assessing the probability and impact of those risks
- agreeing preventative or remedial actions to ensure that such risks are reduced to an acceptable level

## 3 Risk Identification & Evaluation

3.1 As part of the risk management strategy it is important that Members review the strategic risks, raise issues for further consideration and highlight possible areas of risk for addition or deletion.

3.2 The risk management process requires us to:

- identify, assess and record strategic risks (by staff, managers, Leadership Team and Members)
- determine the consequences of not taking any action to manage/mitigate those risks
- record control measures that are in place to manage the risk and provide a current "Risk Rating"
- identify additional control measures that can be implemented, along with any resources that might be required
- re-evaluate and re-score the risk to demonstrate the anticipated "Planned Residual Risk Rating" (i.e. if the additional control measures are implemented).

3.3 The risk ratings (current and planned) are scored and colour coded as follows:

	Very Severe Risk	<i>Risks are those which cause most concern: their materialisation would have a potentially disastrous impact on the Authority's reputation or business continuity; immediate and comprehensive action would be required.</i>
	Severe Risk	<i>Risks are also of significant concern and should be covered by contingency plans: their materialisation would be severe but not disastrous, and some immediate action would be required, along with the development of an appropriate action plan.</i>
	Material Risk	<i>Risks have consequences that are not severe, and which can be managed by contingency plans and more detailed action plans which can be developed later. But such risks still need regular monitoring.</i>
	Manageable Risk	<i>Risks are those that are inherent in most activities; the consequences of their materialising are generally not important enough to affect the whole business, and they can be managed during delivery. The status of such risks will be reviewed periodically.</i>

3.4 Leadership Team monitors and reviews the Strategic Risk Register on a quarterly basis to ensure we are clear about potential risks and how we might mitigate these.

3.5 The Register has four categories of risk: Performance, Strategy, Finance and Governance and the table below summarises the risks and residual risk ratings with further details provided in Appendix 1:

<b>Risk Ref</b>	<b>Risk Description</b>	<b>Planned Residual Risk</b>
<b>PERFORMANCE</b>		
P1	Ineffective internal communication	Manageable Risk
P2	Inadequate external communication/community engagement	Manageable Risk
P3	Inadequate Info Management/Business Continuity Planning.	Material Risk
P4	Inadequate focus on Performance Management	Manageable Risk
P5	Lack of support to deliver actions in the Partnership Plan	Material Risk
P6	Failure to determine major planning applications < 13 weeks	Manageable Risk
<b>STRATEGY</b>		
S1	Failure to implement culture of risk assessment/management	Manageable Risk
S2	Emergencies affecting DNPA land/buildings or activity	Manageable Risk
S3	Managing officer workload	Material Risk
S4	Workforce planning and resilience	Severe Risk
S5	Farming in Protected Landscapes	Material Risk
S6	Review of Byelaws	Material Risk
S7	Natural Flood Management	Material Risk
<b>FINANCE</b>		
F1	Potential for further reductions in National Park Grant	Severe Risk
F2	Inadequate financial management	Manageable Risk
F3	Appeals, Public Enquiries and enforcement action	Manageable Risk
<b>GOVERNANCE</b>		
G1	Fraud & Corruption	Manageable Risk
G2	Inadequate procurement practice	Manageable Risk
G3	Inadequate management of partnerships and projects	Manageable Risk
G4	Inadequate decision-making process and documentation	Manageable Risk
G5	Failure to implement new or changes to legislation or policy	Manageable Risk

3.6 Members are invited to discuss and approve the register, subject to any amendments Members may wish to make.

- 3.7 The Strategic Risk Register is normally reported to the Audit & Governance Committee in May and November each year. However, the Authority reviewed and approved the updated Strategic Risk Register in February 2024 [[NPA/24/09](#)].

#### **4 Equality and Sustainability Impact**

- 4.1 The Authority seeks to treat all people equally, honestly, and fairly in any, or all its business activity, including partners, visitors, suppliers, contractors, service users. There are no specific impacts arising from this report.

#### **5 Financial Implications**

- 5.1 There are no financial implications arising directly from this report.

#### **6 Recommendation**

- 6.1 Members are invited to discuss and approve the Strategic Risk Register, subject to any amendments Members may wish to make.

NEIL WHITE

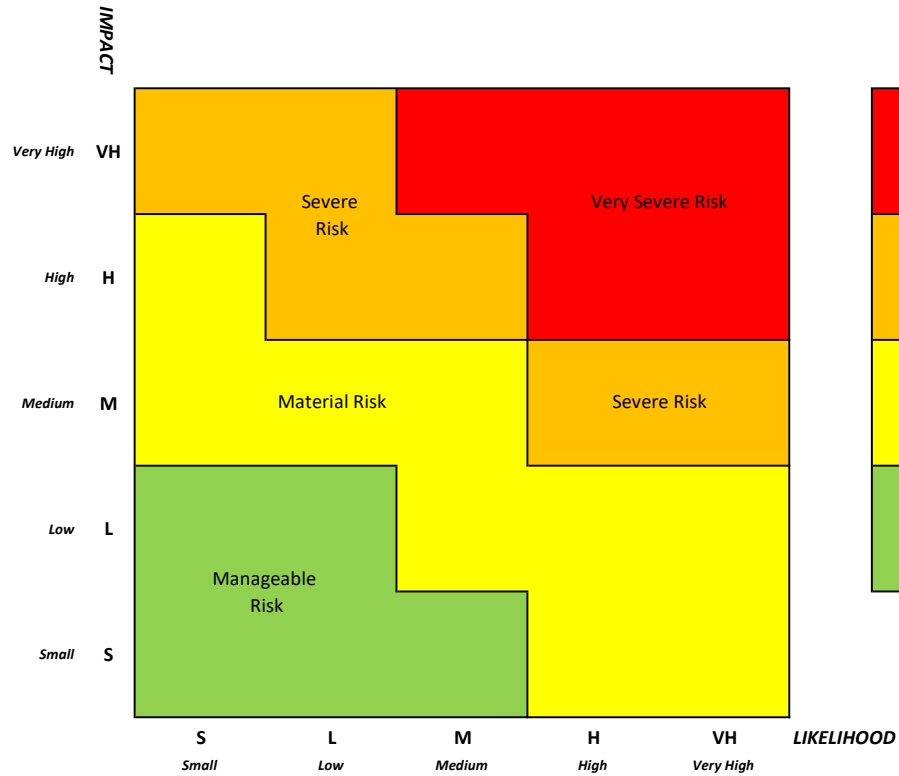
**Attachments: Appendix 1 – Strategic Risk Register**

2024 05 31 NW Strategic Risk Register

RISK DESCRIPTION :		RESIDUAL RISK RATING :	LT Lead
<b>Performance :</b>			
P1	<a href="#">Ineffective internal communication</a>	Manageable Risk	NW
P2	<a href="#">Inadequate external communication and community engagement</a>	Manageable Risk	RD
P3	<a href="#">Inadequate Information Management and Information Technology System failure. Inadequate Business Continuity Planning.</a>	Material Risk	AS
P4	<a href="#">Inadequate focus on Performance Management (including customer service)</a>	Manageable Risk	NW
P5	<a href="#">Lack of support and resources from partners/stakeholders to deliver on the actions in the Partnership Plan</a>	Material Risk	KB
P6	<a href="#">Failure to determine major planning applications within the set Government target of 13 weeks</a>	Manageable Risk	DK
<b>Strategy :</b>			
S1	<a href="#">Failure to implement a robust culture of risk assessment and risk management.</a>	Manageable Risk	NW
S2	<a href="#">Emergencies affecting land or buildings owned or leased by DNPA or operational activity</a>	Manageable Risk	AS
S3	<a href="#">Managing officer workload. Our challenge will always be to ensure we set realistic work programmes but also improve organisational 'productivity'</a>	Material Risk	NW
S4	<a href="#">Workforce planning/resilience: limited capacity to cover for absences of key posts. Difficulty to recruit to certain posts. The risk derives primarily from the lack of core funding and the inherent problem of retaining staff on fixed term contracts</a>	Severe Risk	KB
S5	<a href="#">Farming in Protected Landscapes (FiPL): risks associated with Authority's decision to participate in FiPL programme</a>	Material Risk	RD
S6	<a href="#">Review of byelaws with respect to access land in Dartmoor National Park</a>	Material Risk	RD
S7	<a href="#">Natural Flood Management</a>	Material Risk	RD
<b>Finance :</b>			
F1	<a href="#">Potential for reductions in National Park Grant (NPG) and / or changes in Defra's requirements via the National Parks Financial Grant Agreement).</a>	Severe Risk	KB
F2	<a href="#">Inadequate financial management</a>	Manageable Risk	AS
F3	<a href="#">Appeals, Public Enquiries and enforcement action could expose the Authority to considerable financial risks and create poor PR</a>	Manageable Risk	DK
<b>Governance :</b>			
G1	<a href="#">Fraud &amp; Corruption</a>	Manageable Risk	AS
G2	<a href="#">Inadequate procurement practice</a>	Manageable Risk	AS
G3	<a href="#">Inadequate management (and success) of partnerships and projects</a>	Manageable Risk	RD
G4	<a href="#">Inadequate decision-making process; inadequately documented decision-making process</a>	Manageable Risk	NW
G5	<a href="#">Changes in legislation/failure to implement new legislation or policy</a>	Manageable Risk	KB

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	Very Severe Risk	<i>Risks are those which cause most concern: their materialisation would have a potentially disastrous impact on the Authority's reputation or business continuity; immediate and comprehensive action would be required.</i>
	Severe Risk	<i>Risks are also of significant concern and should be covered by contingency plans: their materialisation would be severe but not disastrous, and some immediate action would be required, along with the development of an appropriate action plan.</i>
	Material Risk	<i>Risks have consequences that are not severe, and which can be managed by contingency plans and more detailed action plans which can be developed later. But such risks still need regular monitoring.</i>
	Manageable Risk	<i>Risks are those that are inherent in most activities; the consequences of their materialising are generally not important enough to affect the whole business, and they can be managed during delivery. The status of such risks will be reviewed periodically.</i>

**IMPACT**

- Small** ■ Minimal loss, delay, inconvenience, or interruption. Easily and quickly resolved
- Low** ■ Minor loss, delay, inconvenience, or interruption. Short to medium term effect
- Medium** ■ Significant waste of time and resources. Impact on operational efficiency, output, and quality. Medium term effect which may be expensive to recover
- High** ■ Major impact on costs and objectives. Serious impact on output and/or quality and reputation. Medium to long-term effect and expensive to recover.
- Very High** ■ Critical impact on the achievement of objectives and overall performance. Huge impact on costs and/or reputation. Very difficult and possibly long-term to recover

**LIKELIHOOD**

- Small** ■ extremely unlikely to occur
- Low** ■ unlikely but not impossible to occur
- Medium** ■ fairly likely to occur
- High** ■ more likely to occur than not
- Very High** ■ almost certain to occur

**P1 : INEFFECTIVE INTERNAL COMMUNICATION**

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
NW	Lack of understanding of objectives, targets, priorities, issues, and challenges Dis-engaged staff create a poor impression of DNPA when in-contact with the public and our stakeholders	Leadership Team meets every Monday morning for communication/diary catch up. Messages are then disseminated as appropriate. Key messages are communicated by email to all staff. Quarterly Senior Managers Meeting introduced in 2022. Senior managers engaged in developing business plan key actions. Monday Message (email) provides regular communication from Chief Executive to all staff and Members. "Golden thread" linking Partnership Plan and Business Plan with individual appraisals & 1:1s. Annual Team Dartmoor Day and individual Team Dartmoor days. Regular team meetings (via Teams as required/appropriate). MS Teams training provided to all staff (Spring 2022). Intranet & website. Regular briefings to Members and two officer/Member working panels. Video conferencing facilities essential tools for internal/external comms supported by investment in laptops and mobile phones. Reviewed hybrid working arrangements in October/November 2023. Inaugural Staff Conference (annual event) held in December 2023 (Members invited).	Low	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Organisational Development Strategy "Developing Team Dartmoor" [to be reviewed in 2024/25] has a specific focus on improving internal communication and employee engagement. Staff survey undertaken every two years with focus on employee engagement (last completed December 2023). Effective staff induction process in place. Communication methods constantly reviewed and mixture of written, online and face to face utilised.

**RESOURCES REQUIRED :**

Staff & Member time is needed to participate fully.

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Low	Low	Manageable Risk

**OUTCOME :**

Ensure staff can contribute and feel valued  
 Staff and Members are ambassadors for the organisation  
 Promote full understanding and ownership of the Authority's work, priorities, and change agenda  
 Develop a better understanding of the Authority and its work



**P2 : Inadequate external communication and community engagement**

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
RD	Damage to reputation. Poor support from community, business & stakeholders Lack of understanding of the value of DNPA and the work it does Confusion with other organisations Projects and key decisions not supported as no 'buy-in' from stakeholders	Communications strategy implemented through developing a forward plan. Supporting communication tools include: Media briefings & releases Authority publications Authority Website Variety of forums Social media, films, and targeted e-newsletters Surveys Outreach and Engagement strategy developed with several projects and initiatives highlighted to target engaging with communities and key underrepresented groups Community Engagement Ranger retained on fixed-term contract with external funding allowing continued engagement with new audiences	Low	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Communications and community engagement are priorities for the Authority. There is a communications forward plan to develop proactive comms and to manage reputational issues, alongside outreach and community engagement that helps reach our target audiences.  
 Increased presence at Parish meetings and local special interest groups. Need to consider process for briefing in advance of the meetings and how we feedback after the meetings. Content is supplied to Members to share with parish/community magazines/newsletters.  
 Regular news releases, columns in local publications and social media posts. Monitoring of reach and engagement with social media, along with comments and feedback. Quarterly newsletter Moor Life to improve awareness and understanding of our work.  
 We are continuing to use a mix of digital and 'real world' communication to engage and inform.

**RESOURCES REQUIRED :**

Staff time will be needed to communicate and engage with residents and prepare materials and content. The Communications Team has been reduced though the Business Review and so there is more of an expectation on all staff to take responsibility for communication with stakeholders.

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Low	Low	Manageable Risk

**OUTCOME :**

A greater understanding of what DNPA does in relation to Dartmoor the place, so people value and support the work we do  
 A good reputation as an organisation that listens and understands  
 Excellent relationships with our communities and stakeholders  
 Promoting understanding and enjoyment of Dartmoor's special qualities  
 Ensure staff can contribute and feel valued

**P3 : Inadequate Information Management and Information Technology System failure. Inadequate Business Continuity Planning.**

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
AS	Non-compliance with legislation. Inability to provide core services. Loss of reputation. Impact on service delivery. Breakdown of communication. Delays/failure to update records	ICT systems and data backed up daily and copies stored off-site. Document Management System implemented for electronic storage of paper records. Disaster Recovery Plan in place, and critical elements tested Alternate venues/home working available in the event of loss of office accommodation Virtualised servers and desktops speed up recovery times Security patches and upgrades regularly applied to the firewall and virtual servers External penetration testing of security systems carried out quarterly to ensure system integrity IT system to support the planning service implemented. Some issues had significant impact on performance and service to the public. Active management led by Director of Spatial Planning and planning team, working with provider has resulted in progress and some improvements.	Low	High	Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Head of ICT and the IT staff continually review and identify any actions with the Authority's IT systems and to move the systems and security of those systems forward. The Director of Spatial Planning is in ongoing dialogue with the planning system provider to discuss the necessary development and improvements. Working group of officers from the planning team has been set up to manage the project.

**RESOURCES REQUIRED :**

Staff Time / Funds for new ICT hardware and software

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Low	Medium	Material Risk

**OUTCOME :**

Continuous business efficiency in the event of systems failure or major emergency affecting operational buildings

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**P4 : INADEQUATE FOCUS ON PERFORMANCE MANAGEMENT (INCLUDING CUSTOMER SERVICE)**

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
NW	Individual and organisational performance not monitored. Low achieving Authority Unclear targets and objectives. Resources not targeted  Reputational risk for the Authority.  More complaints	Business Plan & Annual Review Organisational Development Strategy Staff Appraisal Scheme (updated for 2023/24) Audit & Governance Committee with clear remit to monitor and challenge performance. New suite of PIs that are focused on service delivery introduced 2024/25 Parke House Project Management and staff trained maintaining focus on effective project management Robust and highly visible process for monitoring of key actions in the Business Plan. Detailed and thorough performance reporting and analysis by Leadership Team and Audit & Governance. Performance Improvement Policy Customer Service Standards Lessons learnt from complaints	Low	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Audit recommendation for Members who sit on the Audit & Governance Committee to carry out a self-assessment exercise is being considered, subject to staff capacity.  
 Presentation skills training planned - Summer 2024.

**RESOURCES REQUIRED :**

Staff time

			RISK RATING		
			LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>			Small	Low	Manageable Risk

**OUTCOME :**

Good performing organisation, with evidence of continuous improvement

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**P5 : LACK OF SUPPORT AND RESOURCES FROM PARTNERS / STAKEHOLDERS TO DELIVER ON THE ACTIONS IN THE PARTNERSHIP PLAN**

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
KB	Partnership Plan actions not undertaken  Ambitions not delivered	Extensive engagement with partners and stakeholders in development of the current Partnership Plan (National Park Management Plan). Resources to deliver are going to be a challenge given uncertainty over public spending and the impact of COVID on charitable partners. The potential Land Use Management Group for Dartmoor could be a positive force to reinforce partnership working and take forward initiatives like the land use framework and Dartmoor Observatory. Dartmoor's Dynamic Landscapes granted round one development funding, in partnership with others, from the National Lottery Heritage Fund. This provides an important source of funding to help deliver the vision and actions in the Partnership Plan.	Medium	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Reviewing governance arrangements for the Partnership Plan in 2023 and looking to establish a fixed-term post focused on supporting the Partnership Plan and climate change  
 State of the Park Report being developed to help monitor impact

**RESOURCES REQUIRED :**

Land Use Management Group would need additional resource from Defra

	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>	Low	Medium	Material Risk

**OUTCOME :**

Clear agreed vision for the National Park  
 Actions to achieve the Vision shared and owned by delivery partners  
 Clear process for monitoring delivery and assessing progress towards the Vision

**P6 : FAILURE TO DETERMINE PLANNING APPLICATIONS WITHIN THE SET GOVERNMENT TARGETS**

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
DK	Authorities who 'poorly' perform over a 2-year period may be subject to special measures. The risk is therefore that the Authority could lose its ability to deal with applications resulting in a loss of income and reputation	<p>Planning Performance Agreements (PPA) are in place which are a 'contract' between the planning authority and the developer in how their application will be dealt with including timescales.</p> <p>All such applications which are subject to a PPA do not have to be identified under the government speed targets and can be reported separately.</p> <p>Ongoing monitoring of the effectiveness of this control mechanism.</p> <p>Planners are realistic about timescale on framework, particularly if legal work is required.</p> <p>Use of tablets/technology to reduce reliance on paper plans and improve our effectiveness.</p> <p>New planning system implemented – live from October 2022</p> <p>Recruitment and retention of Planning Officers is a challenge for all local authorities</p>	Low	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

New structure for Planning Service in place from January 2024 following appointment of Director of Spatial Planning to provide effective leadership and management.  
 Introduction of Principal Planning Officer/Senior Planning Officer positions provide opportunities for progression, aid retention and renewed focus on monitoring/enforcement functions.  
 Invest in development of Development Management team and support for Planning Administration team.  
 Engage effective agency planning officers to support team, subject to budget  
 Service level agreement for provision of legal services in place. Internal review of planning IT system Summer 2024 to consider options for improvement.

**RESOURCES REQUIRED :**

Staff time

			RISK RATING		
			LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>			Small	Low	Manageable Risk

**OUTCOME :**

Major applications are dealt with in a timely way  
 The performance agreement will allow time to be taken to achieve a quality outcome

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**S1 : FAILURE TO IMPLEMENT A ROBUST CULTURE OF RISK ASSESSMENT AND RISK MANAGEMENT**

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
NW	<p>Disruption to service delivery.</p> <p>Waste of financial resources as number and cost of losses escalate. Increasing cost or unavailability of insurance cover.</p> <p>Critical reports by external audit.</p> <p>Increase likelihood of major loss/incident.</p> <p>Loss of reputation.</p>	<p>Risk Management Strategy (adopted January 2023)</p> <p>Risks monitored by A&amp;G and Leadership Team.</p> <p>Corporate Risk Management Steering Group (Leadership Team). Operational Risk Management via work programmes/projects. Internal and External Auditors base their work / review programmes on a Risk Based approach</p> <p>Annual Governance Statement following review of all governance arrangements.</p> <p>Health, Safety &amp; Wellbeing Committee</p> <p>SLA with TDC to provide operational and strategic H&amp;S support and compliance. Risk assessment training provided regularly to relevant officers and further training available.</p> <p>H&amp;S briefing provided at induction.</p> <p>Procurement training delivered in February 2023</p> <p>Financial management training/mentoring for budget holders/senior managers provided by Head of Business Support</p>	Low	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

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**RESOURCES REQUIRED :**

None.
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PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Low	Low	Manageable Risk

**OUTCOME :**

<p>Risk based approach embedded in culture of the organisation.</p> <p>All risks effectively managed.</p>
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**S2 : EMERGENCIES AFFECTING LAND OR BUILDINGS OWNED OR LEASED BY DNPA OR OPERATIONAL ACTIVITY**

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
AS	<p>Incidents such as flooding, storms, fire, could disrupt the business of the Authority.</p> <p>Possible restrictions on access imposed because of outbreaks of disease.</p> <p>Denial of access to key premises resulting in major disruption to service delivery.</p> <p>Financial – increased cost of provision of alternative working locations.</p>	<p>Emergency Planning.</p> <p>Close working relationship with police and other emergency services</p> <p>Staff awareness training (induction training).</p> <p>ICT Disaster Recovery plan, H&amp;S, Lightning Protection, Fire Regulations (including regular testing of fire systems), etc.</p> <p>Alternate venues/home working available in the event of loss of office accommodation.</p> <p>Robust maintenance programme and risk assessments for operational property</p>	Small	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**  
 This is a risk which is difficult to control, but is considered relatively low risk.

**RESOURCES REQUIRED :**

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Small	Low	Manageable Risk

**OUTCOME :**  
 Business continuity in the event of an emergency affecting business premises  
 Effective and appropriate use of DNPA's resources in other emergencies affecting the National Park

**S3 : MANAGING OFFICER WORKLOAD.**

Our challenge will always be to ensure we set realistic work programmes but also improve organisational 'productivity'

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
NW	<p>Failure to deliver corporate objectives.                      High stress levels and staff absence.                      Targets/improvement not achieved                      Staff unclear of roles &amp; responsibilities in new structure</p>	<p>Officers (particularly middle managers) fully involved in developing the Authority's Business Plan and shaping work programmes                      HR Policies; Business Plan, Appraisal process – identifying clear priorities and work programmes for individuals, teams, and the Authority as a whole – through manager and staff engagement.                      Implementation of the OD Strategy.                      Good internal communications/staff survey /feedback channels/liason with representatives.                      Support managers and focus on developing management skills.                      Proactive attendance management; provision of Employee Assistance Programme; OH service.                      Quarterly review at LT identifying pressure points and where additional support may be required.                      Provision of Project Fund within the budget to enable in-year bids for additional resource.                      Hybrid working arrangements reviewed in October/November 2023                      LT regularly review staff workloads through Head of Service updates.</p>	Medium	High	Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

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**RESOURCES REQUIRED :**

Staff time and resources to deliver an effective programme

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Medium	Medium	Material Risk

**OUTCOME :**

Well informed, motivated workforce  
 Effective leadership  
 Appropriately supported and trained staff



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<b>S4 : WORKFORCE PLANNING / RESILIENCE :</b>					
Limited capacity to cover for absences of key posts. Difficulty to recruit to certain posts. The risk derives primarily from the lack of core funding and the inherent problem of retaining staff on fixed term contracts			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
KB	Reduced capacity/productivity Service pressures could lead to 'bad' decisions and high stress levels Poor performance Increase in complaints Contracts and obligations not fulfilled	Active staff management and support through a mixture of: <ul style="list-style-type: none"> <li>•Project Fund enabling flexibility to buy-in support as required</li> <li>•Staff support e.g., Occupational Health, EAP; counselling etc.</li> <li>•Increased joint working with other Local Authorities and partners</li> <li>•Some SLAs are in place (Finance, ICT, Payroll, H&amp;S, Legal)</li> <li>•LT regularly review workforce planning and impact of staff absence</li> <li>•LT strategic meetings consider future work programmes / direction of travel</li> <li>•Effective performance and absence management policies and practices</li> </ul>	High	High	Very Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

This will remain an area of high risk given the size and scope of our organisation and operations. Senior officers, service managers, project officers and specialist staff are fundamental to our performance and success as an Authority, therefore any significant absences can have a real impact on delivery. Difficulty in recruiting to some roles has placed additional pressure on some teams. Leadership Team will continue to monitor workforce issues.

**RESOURCES REQUIRED :**

Staff time and resources to deliver an effective programme. May need external support

	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>	Medium	High	Severe Risk

**OUTCOME :**

Well informed, motivated workforce  
Effective leadership  
Appropriately supported and trained staff

**S5 : Farming in Protected Landscapes (FiPL): risks associated with Authority’s decision to participate in FiPL programme**

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
RD	Lack of applications Staff resource  Link with existing agri-environment schemes  Financial risk as the accountable body  Local Assessment Panels (LAP)	Effective local communication and engagement Project Manager and project officer appointed; work programmes actively managed Process checked with Rural Payments Agency and Natural England involved in Local Assessment Panel Ensure National Framework works with internal governance arrangements. Clear governance arrangements required at protected landscape level Establish terms of reference in line with Defra’s expectations for LAPs, particular care regarding “conflicts of interest”; careful consideration of appointment to LAP; training/guidance for panel members. Need to monitor behaviour and performance of Panel members to ensure probity	Medium	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Project Manager to focus on strategic delivery of the programme – to include finance and performance management. Changes and risk to delivery identified early. Risk to be continually monitored. Local Assessment Panel to meet regularly to consider applications promptly.

**RESOURCES REQUIRED :**

Staff time and financial resources

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Low	Medium	Material Risk

**OUTCOME :**

Prompt action when delays or new risks identified resulting in successful delivery of the programme.  
 Effective support from Leadership Team

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**S6 : Review of byelaws with respect to common land in Dartmoor National Park**

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
RD	Legal risk of challenge of the process Staff resources Reputational risks	Clear communications through all stages Full public consultation and updates during review Thorough and considered approach to responses received through the consultation Process agreed with legal advisers Defra advice requested at start of the consultation period as well as during the update and review	Medium	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**  
 Project timeline assessed to ensure officer time (including legal support) allocated to fully assess the responses to the consultation and make any changes to the revised byelaws before taking further report to Authority and completing the process.  
 Pro-active communications

**RESOURCES REQUIRED :**  
 Officer time and support from legal advisers

	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>	Low	Medium	Material Risk

**OUTCOME :**  
 Revised byelaws are proportionate and deliver against objectives.

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**S7 : NATURAL FLOOD MANAGEMENT**

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK RATING
RD	<p>Awaiting EA confirmation of Business Case in summer 2024 - if not agreed then this could lead to :</p> <p>Failure to meet Partnership Plan objectives.                      Reputational damage if capital projects not delivered or not delivered on time.                      Potential impact on staff retention and recruitment.                      Failure of partnership arrangement.                      Financial concern if lack of match funding available for National Lottery funding programmes.</p>	<p>Clear terms of reference, agreed objectives and outcomes, roles, responsibilities, and exit strategies with regular review.                      Consistent internal and external communications                      Regular 1:1s and appraisals with staff and also updates from partners.                      Regular meetings between senior managers from both organisations.</p>	Medium	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Scheduled meetings and clear timeline with milestones for delivery.

**RESOURCES REQUIRED :**

Senior staff time to monitor progress; communication strategy

			RISK RATING		
			LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>			Low	Medium	Material Risk

**OUTCOME :**

Robust, well managed partnership that helps to deliver Business Plan and National Park Management Plan objectives as well as ensure delivery of National Lottery Heritage fund Programme.

F1 : Potential for reductions in National Park Grant (NPG) and / or changes in Defra’s requirements via the National Parks Financial Grant Agreement)					
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
KB	<p>Insufficient funds to meet statutory requirements and delivery of National Park Purposes.</p> <p>Failure to meet Performance Targets</p> <p>A new National Parks Financial Grant Agreement has been put in place by Defra for all NPAs; the addition of a new clause allowing Defra to alter its requirements (of NPAs) may risk the Authority’s ability to exercise complete independence and fulfil its business plan objectives</p>	<p>The Authority completed a Business Review during 2022/23 to reduce costs/increase income. Proposal to establish a charitable trust as a vehicle for income generation in support of National Park purposes.</p> <p>Robust level of Reserve Balances maintained.</p> <p>Strong budget management and procurement performance and evidence of using resources efficiently and effectively . The Authority has secured additional one-off payments from Defra in 2023 and for 2024/25. These have helped address the short-term funding issues but do not help with medium-term financial planning.</p>	Very High	High	Very Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

We continue to seek ways to diversify our income streams and apply for external fundraising but our ability to generate income is limited by our lack of assets from which to trade/generate income and the fact that we are a public authority charged by Parliament with providing public services.

**RESOURCES REQUIRED :**

Officer time

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	High	Medium	Severe Risk

**OUTCOME :**

Focused organisation with resources targeted to agreed priorities  
 Acknowledgement from Defra that DNPA will remain reliant on public funding given limited opportunities to diversify income sources given the lack of ‘assets’ we own/lease

**F2 : INADEQUATE FINANCIAL MANAGEMENT**

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
AS	Unfunded budget variance. Under spend of core grant Reputational damage	Robust budget monitoring and procurement process. financial system being implementation Financial Regulations / Standing Orders. Sustainable procurement policy Procurement procedures Staff finance training Devolved budgets with clear accountability supported by timely and accurate financial reporting Quarterly reports to Leadership Team & A&G Committee Seek / apply for Government support schemes; reduce associated costs accordingly and ensure plans to re-open services can be implemented quickly. Maintain close and regular contact with customers to monitor debtor balances, adjust payment terms if required and assess ability to pay.	Low	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

On-going finance training for staff  
 Capacity issues are recognised and extra support is brought in to progress work programmes. New financial system to be implemented in August 2024, which will add extra controls. The intention is to have all systems integrating with the new system. The new system will only go live after satisfactory user acceptance testing outcomes, the current system will remain in place.

**RESOURCES REQUIRED :**

Staff time and training resources

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Small	Low	Manageable Risk

**OUTCOME :**

Financial outturn on target

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**F3 : Appeals, Public Enquiries and enforcement action could expose the Authority to considerable financial risks and create poor PR**

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
DK	Bad decisions that damage Dartmoor Additional costs and significant budget overspend Loss of public confidence Poor PR	Director of Spatial Planning reviews all appeal files to learn lessons; reporting to LT and Members External legal advice and support obtained where necessary Good Practice Guide for Members and officers (planning) and appropriate training Enforcement Policy (currently being reviewed - October/November 2023)	Low	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Procure expert input when necessary  
 Clear project management arrangements for high profile cases  
 Director of Spatial Planning to oversee and support review of Enforcement Policy, cases and management working closely with Principal Planning Officer (Enforcement) and Planning Officers (Monitoring & Enforcement) x 2

**RESOURCES REQUIRED :**

Staff time and financial resources

			RISK RATING		
			LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>			Low	Low	Manageable Risk

**OUTCOME :**

All decisions are lawful, in accordance with advice and can be supported on appeal  
 Public confidence in decisions  
 Minimise payment of costs

**G1 : FRAUD AND CORRUPTION**

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
AS	Misappropriation of Authority resources (not always financial)	Financial Regulations Standing Orders (updated Jan 2021) Prosecution deterrent Internal checks / controls Scheme of delegation Internal / External Audit Whistle-blowing Policy (updated Jan 2021). Bank Reconciliation IT Firewall IT security / passwords Anti-fraud & Corruption Policy in place Information Security Policy	Small	Low	Manageable Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Risks monitored especially during financially difficult times

**RESOURCES REQUIRED :**

Staff time

			RISK RATING		
			LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>			Small	Small	Manageable Risk

**OUTCOME :**

Staff aware of risks and controls regarding fraud & corruption



**G2 : INADEQUATE PROCUREMENT PRACTICE**

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
AS	Failure of partners/contractors Schemes not delivered on time or over budget. Damage to reputation. Value for Money not achieved Sustainability principles not applied Procurement rules not followed providing opportunity for challenge	Service level agreement with Devon Procurement Service (DPS) to provide procurement support Standard set of templates, terms and conditions etc. kept up to date by DPS (on SharePoint site) Use of e-procurement portal Member of Devon & Cornwall Procurement Partnership. Financial appraisal. Risk Assessments. Financial Regulations / Standing Orders. Sustainable procurement policy Procurement procedures Procurement training Contract management Contractor Vetting & Insurance Project Management Training	Low	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

On-going staff training on procurement rules and procedures and project management

**RESOURCES REQUIRED :**

Staff time and potentially resources if purchasing is to adopt more sustainable principles

			RISK RATING		
			LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>			Low	Low	Manageable Risk

**OUTCOME :**

All procurement undertaken within policies, procedures & legislation

**G3 : Inadequate management (and success) of partnerships and projects**

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
RD	Failure to meet DNPA objectives. Inadequate SLAs and potentially poor performance, service failure & reputational damage. Inadequate contract conditions/ management structure & dispute resolution process. Failure of partnership arrangement. Financial over-commitment by the Authority due to unpaid grant claims.	Signing up to formal agreements (Contracts, SLAs, MoUs, etc.), checked by legal advisers, that set out terms of reference, agreed objectives and outcomes, roles, responsibilities, exit strategies etc. Risk Assessments. Standing Orders. Financial Regulations. Internal/External Audit. External partners' controls Embedded link between project management and personal performance management via appraisals, work plans and the Business Plan. Performance monitoring - Business Plan.	Medium	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Ongoing monitoring of compliance with procedures and staff training.

**RESOURCES REQUIRED :**

Staff time and ongoing SLA with Devon legal

			RISK RATING		
			LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>			Medium	Small	Manageable Risk

**OUTCOME :**

Robust, well managed partnerships and projects that help to deliver Business Plan and National Park Management Plan objectives

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**G4 : Inadequate decision-making process; inadequately documented decision-making process**

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
NW	Financial cost. Judicial reviews/Legal challenges. Loss of reputation. Demands on legal service time High level of complaints/appeals Information Commissioner adverse finding	Complaints procedures. Ombudsman. Legal process. Authority policy of open & honest response to complaints. Standing Orders Rules & Procedures in relation to decision making. Publications Scheme (FOI) Recording in writing decisions undertaken under delegated powers Written advice about recording key decisions and process established	Low	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Ongoing training for staff and Members  
 Ongoing review of Standing Orders and Scheme of Delegation

**RESOURCES REQUIRED :**

Staff & member time and training resources

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Low	Low	Manageable Risk

**OUTCOME :**

Low level of complaints, appeals & legal challenges

**G5 : Changes in legislation/failure to implement new legislation or policy**

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
KB	Financial cost/budget difficulties. Requirement to revise working practices or introduce new systems. Potential compliance difficulties. Financial impact if the Authority cannot respond promptly	The National Park Authorities 'Legalnet' South West Councils (HR) XpertHR online subscription Technical Support subscription (Finance) and member of Devon Accounting Group External Legal Services provision Various on-line alerts Subscription to Planning Resource reintroduced September 2023 to support Planning Service Up-dates and policy work via National Parks England and various professional network groups	Low	Medium	Material Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Various legislation relating to planning to be monitored closely by Director of Spatial Planning, Principal Planning Officers, Senior Planning Officer and Forward Planner  
 Engaging with Defra on Government response to the Landscapes Review

**RESOURCES REQUIRED :**

Staff time with a plethora of legislation and consultations being issued

			RISK RATING		
			LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>			Small	Low	Manageable Risk

**OUTCOME :**

Legally compliant with no challenges through Judicial Review