



NPA/22/011

Dartmoor National Park Authority

4 March 2022

Draft Business Plan 2022 - 23

Report of the Chief Executive (National Park Officer)

Recommendation: That Members review the draft Business Plan for 2022/23 and delegate authority to the Chief Executive (National Park Officer), in consultation with the Chair, to agree the final version.

1 Background

- 1.1 The Business Plan is a strategic document and as such does not seek to describe everything that we do, rather it seeks to:
 - Explain the purpose of the Authority.
 - Detail the link with the Dartmoor Partnership Plan (previously referred to as the National Park Management Plan);
 - Set out the Authority's strategic priorities and the key actions to achieve these;
 - Outline the funding available to deliver the Business Plan.
- 1.2 The Business Plan also provides a link between the Dartmoor Partnership Plan, individual work programmes and staff appraisals.
- 1.3 The draft Business Plan focuses on 2022/23 but identifies where actions/ programmes will continue beyond 2022/23 and, therefore, links to the Medium Term Financial Plan as well as the detailed revenue budget for 2022/23) (see NPA/022/012).
- 1.4 The national policy context for the draft Business Plan is provided by documents such as: the [Government's response to the Landscapes Review](#); the [Ten Point Plan for a Green Industrial Revolution](#); [25 Year Environment Plan](#); and the Government's [30 by 30 target for nature recovery](#). Whilst Defra is the 'sponsoring government department' for National Parks our work extends beyond Defra to other Departments including: Health, Transport, Levelling Up and Energy and Climate Change. The Business Plan identifies the links to key Government policies.

2 Priorities for 2022/23

2.1 The draft Business Plan for 2021/22 (see appendix 1) is structured around the five priorities identified through the review of the National Park Management Plan and the development of the Dartmoor Partnership Plan. In no particular order they are:

- Better for Nature
- Better for Cultural Heritage
- Better for Farming and Forestry
- Better for People
- Better for Communities and Business

2.2 At the Authority meeting held in December 2021 Members endorsed these priorities as the basis for developing the draft Business Plan for 2022/23 and beyond. They also agreed a sixth priority – **‘Be an excellent organisation’** – which reflects our desire to be an effective organisation providing an excellent level of service. This priority includes our aim to be a carbon neutral organisation by 2025.

2.3 The key actions in the draft Business Plan will help deliver the priorities identified by Members, including:

- **Future direction of agriculture policy** – A number of the key actions contained in the draft Business Plan are aimed at helping to shape a future Environmental Land Management System (ELMS) that will be ‘good for Dartmoor’. These include delivering the Farming in Protected Landscapes Programme; the work of the Dartmoor Hill Farm Project and Common Cause.
- **Climate change and enhancing nature** – The focus on peatland restoration and natural flood risk management supports this theme along with the work to deliver Biodiversity Net Gain through a joint approach with other Devon local planning authorities. Proposals for a green transport strategy will aim to reduce car travel and encourage other forms of transport – also contributing to health and well-being (please note that work on this action is delayed from 2021/22 due to the byelaw review).
- **Supporting economic development and productivity** - The Authority’s work is focused on managing and enhancing a key economic asset – Dartmoor National Park – and supporting key sectors such as farming. We are not an economic development agency per se and the Government have ruled out a new third purpose for National Parks to promote economic development. The focus in 2022/23 will be community-led development. For example, we are assisting in scoping the potential for a ‘community hub’ linked to Ashburton Post Office that could help address access to financial services, sustain the Post Office and the library and increase footfall for other local businesses.
- **Improving access** – ‘Miles Better’ is a proposed programme to improve access infrastructure within the National Park (signage and other infrastructure), provide routes suitable for all and to promote the use of these access opportunities to all sectors of society. It is proposed that this is a focus for fundraising in 2022/23 and that we look at ‘crowd funding’ for specific elements of this programme.
- **Income generation** – as our core budget continues to shrink in real terms so it becomes even more important that we can generate funds for practical project work within the National Park from other sources. If we are successful with our

bid for a Heritage Grant from the National Lottery Heritage Fund this will provide important funding for engaging new audiences and supporting nature enhancement. Also included within the draft Business Plan is a key action pertaining to the potential establishment of an independent charitable trust as a vehicle for income generation to deliver the vision and actions in the Dartmoor Partnership Plan.

- 2.4 The Business Plan is supported by a performance management framework that comprises three elements:

Dashboards for key services/teams - these are intended to provide management information on how a service/team is performing and an opportunity to highlight key achievements and pressure points. Their primary value should be to the manager for that service area - for them to use, to review and potentially improve performance. They are also reported quarterly to Leadership Team (as part of the meeting that focuses on performance) and Leadership Team will reflect key issues in reports to Audit and Governance Committee. In addition, Audit and Governance Committee can request to see any dashboard. The dashboards help to demonstrate the 'day job' whilst the Business Plan focuses on key strategic projects.

Performance indicators (PIs) - these are data sets that we use to gauge the 'quality of the service' we provide and/or potential impact. The current set comprises a mixture of PIs: some are set nationally by Government (e.g. speed of planning decision); some have been agreed collectively by the English National Park Authorities so that we can benchmark performance; and some are agreed locally (i.e. by Dartmoor National Park Authority). The PI data is reported to Audit and Governance Committee. As part of the work on the Dartmoor Partnership Plan we will be looking at the State of the Park PIs over the next 12 months and will link this to the work that Natural England are due to lead on a new 'Outcome Framework' for National Parks. A key issue in 'measuring performance' is the availability of data and/or the cost of data collection. We have sought to address this, in part, through our work with Exeter University on use of remote sensing to determine habitat coverage in the National Park. The draft Business Plan includes a key action on 'Developing a strong evidence base' which will be focused on developing further our links with key local organisations (e.g. universities) and assessing the opportunities of 'Big data'.

Business Plan monitor - this document tracks progress with the key actions identified in the Business Plan. It is reported quarterly to Leadership Team and to Audit and Governance Committee. The intention is to better project manage the key actions identified in the Business Plan, ideally to ensure they are delivered on time and within budget, but also to identify, at an early stage, if there are any actions we are at risk of not delivering and to consider any support measures to address project slippage, or whether we signal to Members that action will not be completed and why.

3 Equality and Impact Assessment

- 3.1 Under the Equality Act 2010 (the Act) the Authority must prepare and publish one or more objectives it thinks it should achieve in pursuance of the general duty under

the Act. Our work programmes are designed to ensure equality of access and awareness and understanding of diversity.

4 Financial Implications

- 4.1 The draft Business Plan has been developed in parallel with the 2022/23 Revenue Budget. As noted in (NPA/22/012) we still await our grant settlement from Defra; we understand that this will be a flat cash settlement for the Spending Review period. Setting robust work programmes when we are unclear about future core funding is difficult. We may need to review the Business Plan in light of the revenue budget settlement for 2021/22.
- 4.2 Many of the actions in the draft Business Plan are focused on securing additional income to deliver practical projects and programmes. Sustained core funding is essential – it provides limited capacity to bid for new funding and through prudent use of our revenue grant and reserves the ability to match-fund external grants. External funding (grants, donations, sales and charges) should not be seen as a substitute for National Park Grant.
- 4.3 The draft Business Plan makes reference to a business review in 2022/23. If we receive a flat cash settlement this will mean a significant further real-terms cut to our core funding. A business review may be required in 2022/23 to ensure that we can set a balanced budget over the medium-term and invest in initiatives such as the proposed ‘Dartmoor Foundation’.

5 Conclusion

- 5.1 The draft Business Plan is ambitious, with a blend of key actions that will deliver: management and enhancement of the environment; opportunities for people to get engaged in looking after the National Park; and promote the enjoyment and understanding of Dartmoor’s special qualities. These actions will help support the Dartmoor economy and the communities that live within the National Park. The key ingredients for most of the actions are staff time and partnership working.
- 5.2 Whilst many of the actions are funded there are a number that relate to work programmes designed to develop future funding bids and/or secure other forms of funding (voluntary donations, commercial sponsorship etc.).
- 5.3 Progress on the Business Plan is reported to each meeting of the Audit and Governance Committee.

KEVIN BISHOP

**Dartmoor National Park Authority
Business Plan 2022 – 2023**

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Introduction

To be drafted

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Dartmoor National Park Authority

The Dartmoor National Park Authority was established under the provisions of the Environment Act 1995 as an independent body within the framework of local government.

The Authority's role is clearly defined by Parliament through our two statutory purposes to:

- conserve and enhance the natural beauty, wildlife and cultural heritage of the National Park;
- promote opportunities for the understanding and enjoyment of the special qualities of the area by the public.

These purposes are of equal weight unless there is an irreconcilable conflict between the two, in which case, conservation of natural beauty, wildlife and cultural heritage takes priority.

In pursuing the two statutory purposes, we are also required to:

- seek to foster the economic and social well-being of local communities within the National Park.

The National Park Authority is governed by 19 Members appointed via different routes:

- by the Secretary of State to reflect the national interest
- by constituent authorities (Devon County Council, South Hams District Council, Teignbridge District Council and West Devon Borough Council).
- via parish council elections and subsequent appointment by the Secretary of State.

The Authority is a small organisation and the majority of the work we do is undertaken in partnership with others in order to achieve the best outcomes for Dartmoor National Park, the people who live and work here and those who visit this special place. Our partners range from public authorities to private individuals, from commercial businesses to community groups.

To learn more about the work of the Authority visit: [insert hyperlink](#)

Dartmoor Partnership Plan

The Dartmoor Partnership Plan (formerly known as the National Park Management Plan) is the most important document for the National Park. It sets out a vision for the National Park and specific objectives for the next five to ten years. It is produced in partnership but with the Authority playing a key role in facilitating the partnership and leading the process. The vision for Dartmoor (see below) is ambitious: it combines national priorities (as reflected in documents such as: the [Ten Point Plan for a Green Industrial Revolution](#); [25 Year Environment Plan](#); and the Government's [30 by 30 target for nature recovery](#)) with local priorities. This Business Plan identifies key actions that the Authority will lead on in support of the Partnership Plan (see next section). One of those key actions is to complete a light touch review of the Partnership Plan to ensure that it is delivering the [Government's response to the Landscapes Review](#) which was published in January 2022.

Vision for Dartmoor National Park 2045

Dartmoor National Park is an extraordinary landscape: shaped by nature and humans over time; steeped in history but always changing; one of Britain's finest. It has the power to inspire and enrich lives.

Our Vision is to make Dartmoor better for future generations: climate resilient, nature rich, beautiful, connected to the past and looking to the future; a place where people of all ages and backgrounds can live, work or visit. A place that is loved, cherished and cared for.

It will be:

- **Alive with nature:** Networks of healthy habitats that are home to many different plants, insects and animals create a more resilient natural environment connected within and across the boundary of the National Park. Some areas feel wilder as nature is enhanced and allowed to take its course.
- **Celebrated and enhanced:** Dartmoor's natural beauty and rich cultural heritage is better understood, valued and looked after.
- **A warm welcome for all:** Enriching people's lives, reaching out to people from all backgrounds, connecting them with this special place. Transformative experiences will inspire people to care for the National Park.
- **A great place to live and work:** People of all ages can enjoy living and working in low carbon, flourishing communities that are connected physically and digitally. Farming and forestry businesses play a key role in delivering a high-quality environment and local products alongside a range of other public benefits.
- **Carbon negative:** Dartmoor's peatlands, soils and woodlands will store significantly more carbon. Responding to climate change will be embedded in our way of life, making the best use of natural resources and reducing carbon emissions.

Everyone will come together to deliver this Vision for Dartmoor; make choices that balance the needs of people and place; embrace positive change; and inspire the next generation to help shape its future.
This plan sets out how we will work together over the next five years towards the vision. This National Park Management Plan for Dartmoor will be reviewed and updated every five years.

To learn more about the Dartmoor Partnership Plan visit: *insert hyperlink*

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This Business Plan

Our Business Plan is structured around 6 priorities:

- P1 Better for Nature
- P2 Better for Cultural Heritage
- P3 Better for Farming and Forestry
- P4 Better for People
- P5 Better for Communities and Business
- P6 Be an excellent organisation

Most of these (priorities 1 to 5) relate directly to the Dartmoor Partnership Plan (see above). Priority 6 reflects our desire to be an effective organisation providing an excellent level of service.

The table below highlights key actions that the Authority will lead on in 2022/23 under each of these 6 priorities. It should be noted that most of our work programmes span more than one financial year.

Whilst our work is presented under the six priorities our overall goal is integrated delivery: to ensure action on one priority considers and delivers, wherever possible, across all themes and helps Dartmoor become carbon neutral.

The Business Plan does not detail all the work we do. As well as delivering these key actions we will be seeking to maintain services including:

- Development management – determining over 640 planning applications per annum and responding to over 5,000 of planning inquiries per annum
- Conservation – providing advice to landowners and managers
- Rangers – helping people to enjoy and look after the National Park – over 2,500 days of practical work and assistance
- Visitor Centres – operating three award winning Visitor Centres that attract 160,000 visitors per annum and help support the local economy through the ‘Dartmoor Range’.
- Securing external funding for strategic projects that help conserve and enhance the National Park for people to enjoy today and tomorrow. Over £15m was secured in 2021/22

Key Actions to Deliver Business Plan Priorities

Key Action	Outcome sought	Target start date	Target end date	Contribute to carbon neutral	25 Year Env Strategy	Landscape Review
Better for Nature						
Working with the SW Peatland Partnership deliver a programme of Peatland Restoration	Restoration and enhancement of 1000 ha of peatland on Dartmoor by 2026 to deliver multiple benefits.	Ongoing	Funding confirmed until 2026	✓	✓	✓
Deliver landscape scale nature enhancement	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.	Ongoing	2023 Implementation Subject to funding	✓	✓	✓
Improved understanding of soils and their role in carbon management, flood management and nature recovery	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.'	Started	2025 Part-funded	✓	✓	✓
Produce species re-introduction strategy	Strategic approach focusing on species that support the greatest environmental benefit. A framework for community engagement.	2021	2022 Implementation Subject to funding	✓	✓	✓
Working with Environment Agency and others to deliver the Dartmoor Headwaters Natural Flood Management Project	Targeted use of natural approaches to flood management that deliver a range of public benefits in a way that supports the farming/land owning community.	Started	2027 Subject to confirmation of funding	✓	✓	✓

Key Action	Outcome sought	Target start date	Target end date	Contribute to carbon neutral	25 Year Env Strategy	Landscape s Review
	Use learning from this project to support development of Environmental Land Management Schemes.					
Delivering Biodiversity Net Gain	Detailed technical guidance on Biodiversity Net Gain linked to the new Dartmoor Local Plan to deliver enhancement to biodiversity within the National Park. NB this is a pan-Devon initiative.	Started	2022	✓	✓	✓
Better for Cultural Heritage						
Valuing Cultural Heritage	Apply agreed methodology to assess historic environment significance, priorities and constraints for use by conservation projects operating at a landscape scale.	Started	2026 Ful roll out subject to funding			
Better for Farming and Forestry						
Deliver Farming in Protected Landscapes	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.	Started	2024	✓	✓	✓
Dartmoor Hill Farm Project	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.	Started	Funded until Feb 2023	✓	✓	✓

Key Action	Outcome sought	Target start date	Target end date	Contribute to carbon neutral	25 Year Env Strategy	Landscapes Review
Our Upland Commons	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.	Started	Feb 2024	✓	✓	✓
Better for People						
Develop and implement Visitor Management Plan for 2022 season	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.	Started	Ongoing	✓	✓	✓
Byelaw Review	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.	Started	2023	✓	✓	✓
'Miles Better'	Develop 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.	Started	Ongoing		✓	✓
Develop a Green Transport Strategy	A strategy to reduce the impact of cars through congestion or inappropriate parking as people arrive and travel around the National Park by other	2021	2023 (Subject to staff resources)	✓	✓	✓

Key Action	Outcome sought	Target start date	Target end date	Contribute to carbon neutral	25 Year Env Strategy	Landscapes Review
	means of transport. Opportunities for those without access to a car are increased					
Programme of events and activities focused on our Visitor Centres	Attract new visitors/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.	Started	Ongoing			✓
Better for Communities and Businesses						
Design Guidance Supplementary Planning Guidance Document (SPD).	New Design Guidance (in the form of an SPD and/or code) that delivers the Government's growing emphasis on good design in a way which conserves and enhances Dartmoor's local distinctiveness.	2021	2023	✓	✓	✓
Housing	New Housing Guidance (SPD) adds detail to the Dartmoor Local Plan, enabling good planning for housing which meets the needs of Dartmoor communities.	2021	2023	✓		✓
Community and economic well-being	Priorities for DNPA's role will be established and new projects will be developed working closely with communities and businesses which support the vibrancy and resilience of Dartmoor's communities.	Started	Ongoing	✓		✓
Be an Excellent Organisation						
Deliver DNPA's Climate Action Plan.	Aim is to be a carbon neutral organisation by 2025.	Started	2025	✓		✓

Key Action	Outcome sought	Target start date	Target end date	Contribute to carbon neutral	25 Year Env Strategy	Landscapes Review
Dartmoor Partnership Plan	To undertake a light touch review to ensure the Plan relates to the Government's response to the Landscapes Review. Clearly communicate the Partnership Plan Vision, establish robust governance and a monitoring framework for the Plan - linked with a State of the Park Report – and engaging partners in ongoing delivery.	Started	2023	✓	✓	✓
Dartmoor Foundation	Scope, and subject to necessary approvals, 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.	Started	2023			✓
Business Review	A financially viable, effective and efficient organisation.		2023	✓	✓	✓
Contribute to Government reviews and policy.	An independent effective and efficient organisation with strong links to local partners and communities, resourced with finance and necessary tools to 'deliver for Dartmoor'.	Started	Ongoing	✓	✓	✓
'Dynamic Dartmoor'	An external funding package, in partnership with others, 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.	Started	2028	✓	✓	✓
Developing a strong evidence base.	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.	Started	Ongoing	✓	✓	✓

Measuring progress

We continually seek ways to improve the quality and value for money of the services we provide.

Progress against the key actions is monitored on a quarterly basis and reported to the Authority's Audit and Governance Committee. Each service area has its own dashboard to monitor service delivery, highlight achievements and pressure points. The dashboards are reported quarterly to Leadership Team.

At the end of each financial year, the Authority completes an annual performance review which contains information about the progress made in delivering the actions in the Business Plan, together with achievement against a comprehensive set of performance indicators. A copy of our latest Annual Review can be accessed at: *insert hyperlink*

Funding and expenditure

All our core funding comes from central Government, not from local taxpayers. This reflects the fact that, unlike local councils, our responsibilities extend to people who live well beyond our boundaries.

Our core grant for 2022/23 is **to be completed**

Our ability to provide a high quality service in priority areas depends on raising significant funding from other sources (charges for services, fees, external grants etc.). Most of our priority actions are focused on securing income to deliver work programmes.

In 2021/22 we secured over £15m of external income from various grant sources. This external income is not a replacement for our core funding which is essential to maintain key services such as: planning, rangers, conservation advice, access management etc.



NPA/22/012

Dartmoor National Park Authority

4 March 2022

Budget And Medium-Term Financial Plan 2022/23 To 2024/25

Report of the Head of Business Support

Recommendations: **That Members:**

- (i) **approve the 2022/23 budget and note the indicative budgets for 2023/24 and 2024/25 (Medium-Term Financial Plan) as shown in Appendices 1 - 3**
- (ii) **Agree that fees and charges should remain unchanged for 2022/23 as set out in section 5 of the report**
- (iii) **approve the use of Earmarked Reserves balances as set out in Appendix 6**
- (iv) **approve the Capital Investment Strategy as set out in section 6 of the report**

1 Background

- 1.1 The Authority is required by statute to set a balanced annual revenue budget. The basis for the revenue and capital expenditure is the pursuit of the purposes for which the National Parks were designated in the Environment Act 1995 (the Act). Section 65 of the Act determines the purposes as: conserving and enhancing the natural beauty, wildlife and cultural heritage of National Parks and of promoting opportunities for the understanding and enjoyment of the Parks by the public. The Authority also has a duty to seek to foster the economic and social well-being of local communities within the National Park. We see the purposes and duty as inter-related (see separate report on the draft Business Plan (NPA/22/011)).
- 1.2 The key source of funding for the Authority is National Park Grant (NPG) which is paid by the Department of the Environment, Food and Rural Affairs (Defra). Currently NPG accounts for over 80% of total income. At the time of writing this report Defra has yet to confirm how much NPG the Authority will receive in 2022/23 and beyond. The delay in announcing NPG has an obvious impact on our ability to plan over both the short and medium term.

2 Financial Context

- 2.1 The Government's latest Spending Review covers the period 2022/23 to 2024/25. Over this period day-to-day departmental spending will increase by 3.3% per year in

real terms. Although it should be noted the increase is frontloaded. Excluding Covid related spend, departmental budgets are set to grow by 10% in 2022/3 and will stay flat in real terms thereafter.

- 2.2 Defra is to receive 3.1% real terms increase per year in its resource budget.
- 2.3 Although Defra resources have increased, they have indicated that we are likely to receive grant funds at the same level as 2021. Although, unlike last year, Defra have indicated that they will be supplying the Authority with indicative figures for years 2 and 3. This will mean in real terms the value of our DEFRA grant is a cut again, when taking into consideration the rate of inflation, increase in national insurance (1.25%) and nationally set pay awards, which are all outside of our control. We are also waiting for re-imburement of the increase in external audit fees which we have to pay and were approved by the Government.
- 2.4 A standstill grant means our current projection is that our existing deficit will grow in excess of £700k over the next five years should grant not be adjusted for inflation and other pressures out of our control. Some Members will recall that between 2010 and 2015 National Park Grant in England fell by nearly 40% in real terms and that led to significant programme cuts and reductions in staff numbers.
- 2.5 As a result of the current situation we have avoided, wherever possible, building in any significant 'new' costs into future years to avoid making a potentially difficult situation from 2022 onwards even worse. We have kept very closely to the Authority's current priorities and have not expanded programmes except where additional external funding has become available.
- 2.6 In January 2022 the government published its response to the independent review of designated landscapes (National Parks and Areas of Outstanding Natural Beauty) that was completed by a panel chaired by Julian Glover (see NPA/22/015). The Government's response sets out an ambitious vision for designated landscapes in England but also signals continued austerity in terms of public funding and a focus on commercial/private sector income.
- 2.7 The financial outlook from 2022/23 onwards is challenging. Flat cash when inflation is running above 5% means we are having to reduce work areas. There is a gap between the 'rhetoric' of the Government's response to the Landscapes Review and the reality of our financial settlements. This is compounded by the fact that we still do not have confirmation of NPG for 2022/23. This uncertainty means that we are recommending use of reserves in 2022/23 to effectively 'balance the budget'. The draft Business Plan proposes a business review during 2022/23 which will identify how we will ensure a balanced budget over the medium term – we assume that our settlement for 2022/23 will indicate indicative figures for 2023/24 and 24/25 enabling us to plan ahead with some degree of certainty.

3 2022/23 Budget and Medium-Term Financial Plan Overview

- 3.1 The 2022/23 Budget and indicative financial plans for 2023-24 and 2024-25 can be found at Appendices 1 to 3. The Authority does not build each annual budget on an incremental basis, choosing instead to zero-base each year. Assumptions used are:
 - Pay Award: the single largest area of expenditure is staff salaries. A 2% pay award has been applied for all years. An extra 1% increase in pay, if awarded

in year 1, would cost around £34k; a provision for this is included within earmarked reserves.

- Inflation and price increases are only included after discussion with suppliers / service providers
- External grant income: only included if confirmed
- Fees and charges income: target budgets are estimated using historical and trend data
- NPG: for planning purposes the MTFP assumes that the funding settlement will be flat cash (i.e. the same as 2021/22)

3.2 The forecast budget gap in years two and three, if they were to remain unchanged, could be met from reserves. However, it is too early to make changes at this stage until we get more clarity from Defra regarding our indicative funding figures.

No increase in NPG	Budget Gap / (Surplus) £
2022-2023 (to be met from reserves)	142,480
2023-2024	191,908
2024-2025	156,397
Total	490,785

3.3 If Defra were to apply an uplift of 1% to NPG in years two and three, the deficit would be reduced by 23% in year two and would be almost halved in year three (based on the current MTFP):

Impact of a 1% increase in NPG in years two and three only	Budget Gap / (Surplus) £
2020-2021	142,480
2021-2022	153,649
2022-2023	79,497
Total	375,626

3.4 If increased core funding from Defra is not forthcoming in the near future, then we will need to take some tough decisions to adjust our work programmes in order to set an affordable and balanced budget in future years. To keep calling on reserves for more than one year is not sustainable. Similarly, as we have built the 2022/23 budget assuming a flat cash settlement, if this is not the case, a revised budget may have to be brought back to the Authority after the start of the financial year, so that Members can make decisions about how to rebalance the budget (and the MTFP).

4 Budget Detail

4.1 The following table provides a summary of some of the most significant projects and income targets that have been included in the MTFP; some of which may become at risk if increased core funding is not forthcoming.

Projects and Programmes	2022/23 £	2023/24 £	2024/25 £
Holwell Tor Community Excavation Project	0	0	20,000
Monument Management Scheme Projects <i>External funding</i>	14,000 (10,000)	12,000 (10,000)	10,000 (8,000)
Walkhampton Premier Archaeological Survey <i>External funding</i>	15,000 (10,000)		
Biodiversity action plan (including Living Dartmoor)	6,500	9,000	9,000
Curlew recovery project	3,000	3,000	3,000
Management for DNPA woodlands <i>External funding</i>	20,600 (14,590)	18,460 (15,792)	11,760 (10,760)
Species rich grassland project	0	2,000	2,000
Management own land	12,000	12,000	8,000
Our Common Cause: Our Upland Commons - national partnership project	10,000	0	0
Outreach & Education (incl. Ranger Ralph, Junior & Youth Rangers)	15,700	21,350	21,350
Local Plan review design guide	10,000	0	0
Vehicle purchases	23,000		
Electric Vehicle lease – 2 pool cars	8,000	8,000	8,000
Parke House maintenance programme	12,850	16,000	13,000
Duchy Hotel maintenance programme	93,470	18,750	12,000
Key campaigns (visitor messaging)	2,000	5,000	5,000
Car park improvements/ resurfacing	22,500	22,500	22,500
Car parking income – demand led	(95,000)	(95,000)	(95,000)
Planning fee income – demand led	(150,000)	(170,000)	(170,000)
Visitor Centres retail stock procurement	80,000	137,000	140,000
Visitor Centres sales income	(175,000)	(230,000)	(262,000)
Donate for Dartmoor (target not budget)	(30,000)	(30,000)	(30,000)

4.2 The Authority has in the past taken on up to three apprentices each year; the 2022/23 budget contains two apprentices, these are within HR and IT.

4.3 Members' attention is also specifically drawn to the following projects:

- (i) The Dartmoor Hill Farm Project is principally funded from the Prince's Countryside Fund, Duchy of Cornwall (circa £20K) and the Authority. Beyond March 2023 external funding for this project is not confirmed. The Authority is committing to continue to the future of the Project and help the farming community transition to a new Environmental Land Management Scheme (ELMS), which is a key priority in the Authority's Business Plan.
- (ii) Our Common Cause: Our Upland Commons is a national partnership project, being led by the Foundation for Common Land with funding from the National Lottery Heritage Fund, with the National Trust acting as the accountable body and will be completed by 2024.
- (iii) The Authority is a delivery partner in the Defra funded South West Peatlands Project being led by South West Water which commenced in 2018/19. This has

been extended for another three years. On Dartmoor, a programme of restoration is underway with a budget of approximately £8m being funded by Natural England; and grants, contributions and in-kind support from local partners including the Authority.

- (iv) Dynamic Dartmoor is the working title for an external funding bid working in partnership with others 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. The final submission date for the bid to the National Lottery Heritage Fund is the end of May, but a paper will be brought to the Authority in April seeking approval for the bid.
- (v) The Authority is also a delivery partner for the Dartmoor Natural Flood Management Project, which is being led by the Environment Agency (EA) for the delivery of nature-based solutions to deliver multiple benefits. A budget of £6 million has been secured by the EA, with in-kind and financial support (£67,000 for the length of the MTFP) contributions from the Authority for a 6-year project. The Authority is hosting the employment of the Project Officers and is recharging all cost to the EA.
- (vi) Farming in Protected Landscapes programme (FiPL) – developed by Defra, commenced in July 2021 and continues until March 2024. FiPL provides funding for farmers and other land managers to make improvements to the natural environment, mitigate impacts of climate change, provide public access on their land and support nature-friendly, sustainable farming. This funding has been apportioned across protected landscape bodies to enable the farmers and land managers to bid for grants. We are currently waiting for confirmation of the Dartmoor FiPL allocation for 2022/23 and 2023/24.
- (vii) Dartmoor was successful in a bid for Green Recovery Challenge funding (A Defra fund administered by the National Heritage Memorial Fund). The Dartmoor project aims to connect people with nature. Dartmoor’s allotted bid of £409,000 plus the match funded £22,000 from reserves, has provided funding for the recruitment of three visitor engagement rangers and four conservation and access trainees. The project will be delivering a night under stars for children and young people from deprived backgrounds and deliver face to face drop-in activities to connect people with nature.

4.4 In recent years the Authority has operated a Project Fund as part of its Revenue Budget. This Fund has enabled us to: undertake project work within the financial year; buy-in additional support and capacity; to match-fund new projects; and to invest in new equipment during the financial year. This strategy has helped to provide flexibility and agility and it is therefore proposed that we continue with this approach for the life of the new MTFP. The amount allocated to the Project Fund for each year is summarised below:

Project Fund	£
2022/23	75,000
2023/24	75,000
2024/25	75,000

4.5 The financial context for 2022/23 and beyond is particularly challenging, especially due to the lack of clarity about NPG at the time of writing. In building this MTFP,

Leadership Team has had to make some hard decisions about which work programmes could realistically be supported. A list of project bids that have not been successful or been reduced can be found at appendix 4.

- 4.6 Other budget pressures include our desire to implement actions set out in our Climate Action Plan. Last year we set aside a sum of £50,000 to be held in reserves to be able support the priority actions in the Climate Action Plan; to date this has not been used.
- 4.7 The triennial valuation of the Local Government Pension Fund took place in 2019 and the Authority’s funding level improved from 90% in 2016 to 97.8% on 31 March 2019. In 2016 the Authority made a £0.5 million one-off contribution to the Pension Fund as an “invest-to-save” initiative. The aim being to potentially make long term cash savings over the deficit recovery period and to try to protect future revenue budgets against significant pension cost rises. An employer contribution target rate was subsequently set by the Actuary at 19% of pensionable pay, rather than 21%. This strategy is proving successful as borne out by the improved funding level in the 2019 valuation and the fact that the employer contribution rate has subsequently been maintained at the same level, even though the value of our liabilities increased. The next valuation will take place in 2022, with the new rates, once known, taking effect from 1st April 2023

5 Review of Fees and Charges

- 5.1 Each year the Authority reviews its fees and charges strategy and policy for the forthcoming financial year; this is normally considered and approved via separate report as part of the budget setting process. Whilst these are not a major source of income, they do contribute to meeting the costs of delivering some services. The charges applied may be the difference between providing a service and having to withdraw it all together.
- 5.2 In 2018 we introduced car parking charges as at Haytor, Postbridge and Meldon (at Princetown in 2013). The charges replaced the previous system of voluntary donations and is promoted as ‘pay and conserve/pay and enjoy’ rather than ‘pay and display’. Income from car park charges is used to fund car park maintenance and repairs, the costs of which are increasingly significant. Going forward we intend to set car park charges via a Traffic Regulation Order using Devon County Council as our agents (see NPA/21/034).
- 5.3 In March 2020 Members approved an increase in parking charges (NPA/20/003) to take effect from 1 April 2020 as set out below:

Car parking charges	2019/20	2020/21
Cars – Half day (up to 3 hours)	£1.00	£2.00
Cars – Full day	£2.00	£3.00
Blue Badge Holders	£1.00	£2.00
Coaches	£4.00	£5.00

- 5.4 These charges have not been implemented due to backlog of contracted works caused by COVID pandemic restrictions. The Authority intends to introduce these charges via the Traffic Regulation Order that Devon County Council are leading on. We are also intending to introduce the ability to pay for car parking by card transaction.

- 5.5 Car park electric charging points currently have the user rate set to 35p per kilowatt hour. Regularly ongoing monitoring will ensure expected energy cost increases are passed on accordingly.
- 5.6 When setting fees and charges we consider the implications for public access to services and the impact on the local economy. Consideration is given to proactively engaging those who may not otherwise access Dartmoor, being mindful of potential barriers and balancing the need to generate income and maintaining budgets that are flexible and responsive to the needs of service users.
- 5.7 It is recommended that fees and charges remain unchanged to those approved on 6 March 2020.

6 Capital Strategy and Prudential Indicators

- 6.1 As part of the annual budgeting process the Authority is required to produce an affordable Medium Term Capital Programme (MTCP) alongside its revenue budget, if relevant. There is also the requirement to produce a Capital Strategy in line with the CIPFA Prudential Code for Capital Finance in Local Authorities 2021. The Prudential Code is a professional code of practice to support local authorities when taking capital investment (fixed asset) decisions. The objectives are to ensure, within a clear framework, that capital investment plans are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice. A Treasury Management & Investment Strategy report is also being presented for approval today.
- 6.2 The obligation to have a Capital Strategy has arisen, as some authorities have become increasingly willing to invest significant amounts in commercial developments, in order to generate returns that will offset some of the financial impact of austerity.
- 6.3 This Authority rarely has a Capital Programme or the need for significant investment in physical assets in the same way as local authorities, who have responsibility for highways or housing. Capital spend for this Authority is commonly of a small scale nature such as related to vehicles or IT. For larger schemes such as new buildings or conversions, Members receive specific reports to support decision making; which provides background, the reasons why the scheme is being recommended and a cost benefit analysis; and will identify sources of finance. In advance of the report being presented to the Authority, Leadership Team will have scrutinised the proposed scheme.
- 6.4 The Authority historically has a low-risk attitude toward capital investment; having never borrowed internally or externally to fund capital schemes; entered into long-term liabilities such as Private Finance Initiatives; nor invested for commercial purposes. Capital investment decisions are made to support National Park Purposes only.
- 6.5 We seek external contributions towards supporting our capital spend wherever possible. If capital receipts (sale of assets) become available, these must be used to finance capital spend. In the absence of both these, revenue income (via NPG or fees and charges) or revenue reserves are used to fund capital expenditure.
- 6.6 Stewardship of our assets is led by Leadership Team and delivered by various officers within the Authority; the portfolio is small. Assets are kept under review to

assess their ability to deliver or support National Park Purposes, to identify and manage future liabilities and identify opportunities for disposal. Built assets are subject to regular condition assessments and have a repair and redecoration programme that is built into the MTFP.

6.7 The Authority’s capital programme for the MTFP period currently consists of:

Capital Scheme/ Project	2022/23 £	2023/24 £	2024/25 £
Replacement Vehicles (CWT)	23,000	0	0
Funded From	£	£	
Capital Receipts	23,000	0	0

6.8 If any other Capital Projects are proposed in-year, for example in respect of the Climate Change Action Plan, they will be subject to submission of a business case to have the allocation of required funding approved.

6.9 If sources of additional capital income become available during the year, for example via additional grants, external contributions, or capital receipts, or if any other business decisions are proposed that will result in a change to the Capital Programme the Authority will be presented with a business case for approval. Any changes required to the Prudential Indicators will be brought to the authority for approval.

7 Reserves

7.1 In 2010/11 the Audit & Governance Committee, at the request of the Authority, undertook work to formulate a risk-based approach to determining the level and use of reserves required by the Authority. The outcome of that work was an agreed methodology (NPA/AG/10/014) which continues to be applied to determine the level of reserves held.

7.2 Our reserve balances are regularly reviewed and are made up as follows:

- General Reserve (unallocated) - a contingency balance for emergency situations and is the minimum level that we have determined will always be maintained
- Contingency Reserves (allocated) - provisions set aside using a risk-based analysis to cushion the impact of uneven cash flows, and unexpected events where the timing of and / or amounts are uncertain (e.g. pay awards, pension contributions, loss of income).
- Earmarked Reserves (allocated) - consisting of ring-fenced grants and contributions received from third parties, sums set aside for capital schemes, commitments against future contracts and agreements and our external funding allocations where we are working in partnership with others.

7.3 The Risk Based analysis can be found at Appendix 5 and is at a summary level. Appendix 6 shows the likely General Fund Reserve Balances for the MTFP period at a detailed level. It can therefore be seen that the majority of our Reserve Balances are “allocated”. The following table is a summary of how reserves are currently being allocated in each year of the MTFP (based on an assumed zero increase in NPG) the detail of which can see found at Appendix 6:

Earmarked Reserves	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Opening Balance	2,249,271	1,875,150	1,523,995	1,307,087
Movements	(374,121)	(351,155)	(216,908)	(156,397)
Closing Balance	1,875,150	1,523,995	1,307,087	1,150,690
General Reserve	500,000	500,000	500,000	500,000

- 7.4 If no increases in NPG are received for the next three years our Earmarked Reserve balances will be reduced by over 38% at the end of this MTFP period based on current assumptions and scenario planning (current future years indicative budget gap deficits are included).
- 7.5 Legislation does not prescribe how much the minimum level of reserves should be. The Section 151 officer is tasked with recommending the minimum level of reserves required as part of the budget setting process having regard to elements of risk in the Authority's finances. Since February 2020, the financial risks which all public bodies face will have increased, due to the pandemic. Section 25 of the Local Government Act 2003 requires the S151 officer to report on the adequacy of the Council's financial resources on an annual basis.
- 7.6 Earmarked reserves are working balances, and many are ringfenced as they represent external match funding. These balances will naturally fluctuate between years. The current MTFP has been put together using cautious assumptions and our reserves risk assessed as normal. Year one (2022/23) can be balanced by using the surplus forecast to be achieved in 2021/22, which has mainly resulted in staff vacancy with new staff being employer on lower scale points. Even though years two and three are currently forecast to be in deficit, if there is no future increase in NPG, the position is considered to be manageable; by undertaking further cost cutting, service reduction or restructuring – this will be considered as part of the proposed business review in 2022/23.
- 7.7 The General (unallocated) Reserve balance was increased in 2019 to £500,000 in order to maintain this reserve at approximately 12% of the net budget. This amount does still maintain a reserve of 12% of the 2022/23 budget which is deemed sufficient.
- 7.8 The largest call on reserve for 2022/23 is for the facilitation to carry out significant maintenance repairs to the Duchy Hotel at Princetown. The largest of these is the work to be undertaken to repair damp issues within the visitor centre area known as the 'Ballroom', the estimated costs are circa £69,000. Other works are the chimney repairs £7,500, timber window repairs and replacements £3,500 and redecorate internally and externally £6,000.

8 Risk Analysis

- 8.1 It should be noted that the first year of the MTFP i.e. the 2022/22 budget is normally the most robust and accurate financial plan of the three year period; it is inevitable that future years' financial plans can change for all sorts of reasons and influences, internal and external. However, as, at the time of writing, NPG has not been

confirmed for 2022/23 (and beyond) there is a degree of uncertainty and there is a risk that the 2022/23 budget may have to be re-visited. The Authority continues to actively manage its financial and non-financial risks and therefore makes allowances for them by promoting a culture of flexibility and agility to militate against threats, to be proactive and to embrace opportunities as they arise.

- 8.2 The budget and MTFP contains a number of assumptions that may or may not prove to be accurate. In addition, events may occur that have the potential to affect the Authority's underlying finances. We must therefore consider for ongoing risks and uncertainties such as:

Risk	Likelihood	Impact	Mitigating Factors
Brexit	High	Unknown	At the date of this report, there remain a number of uncertainties associated with Brexit and which may have a positive or negative outcome for the Authority. Positive outcomes may include additional funding for ELMS Future of Farming. Uncertainties which might be either positive or negative include the economic performance of the wider economy, and its impact on government funding or on investment markets (and therefore on Pension funding), and changes in tourism patterns.
NPG – no increase	High	High	Level of reserves held. NPG has not yet been notified at time of writing this report. Budgets may have to be revised.
Staff costs in excess of budget	Low	High	Beyond 2022/23, annual inflation-related pay awards are assumed to continue at the rate of 2.0%. This assumption is used for modelling purposes only. Higher rates of national pay award may be agreed (as the local government pay continues to lag behind inflation); this would also have a knock-on effect on employer pension contributions. Provision (short term) made in reserves. Some notice will be provided which will enable a timely response. We are already seeing the impact of real-term reductions in pay on our ability to retain and attract staff for key professional posts.
Economic situation could deteriorate. Run-away inflation affecting expenditure and income.	High	High	MTFP constructed on 3-year timescale with annual review. Budgetary control arrangements are in place to monitor income and expenditure. Reserves provision (short-term) made to manage immediate pressures.

Liabilities related to property estate	Medium	Medium	A contingency fund established in reserves. On-going maintenance programme and not all property costs need to be met immediately.
Pensions valuation may increase costs	Low	Medium	Previous investment by the Authority to contain future costs. 2019 valuation has resulted in stable costs for 2022/23, with funding position at 97.8%. Future fund performance is reliant on investment returns, demographic changes and other changes in financial and non-financial assumptions. The next valuation is due in 2022 and will provide the stable costs for the following years.
Failure to deliver Business Plan objectives	Low	High	Closely managed process, with regular in-year review. Where additional spending is required to achieve delivery, budget can be made available from the General Reserve or – if necessary - from redirecting resources from lower priority programmes.
External grant income reduced	High	Medium	We have an active programme of developing new project ideas, but external funding sources are extremely competitive. External grant funding is essential for practical projects to deliver National Park purposes
The Landscapes (Glover) Review	High	Medium	The Government's response to the Landscapes Review was published in January 2022. It sets out an ambitious vision for 'more nature and more people' but also states that public sector money is limited. The vision is for more commercial and private sector income. DNPA has no commercial assets from which it can generate significant income and there is currently no capital funding from Defra to acquire such assets.

9 Equality & Sustainability Impact

9.1 Consideration is given when deciding which areas of expenditure should be supported of the impact on under-represented groups, and the need to promote equal opportunities both as an employer and in respect of the services provided. Our Climate and Environmental Emergency declaration does feature within the MTFP; however, our ability to deliver significant projects could be hampered due to lack of resources (funding).

10 Conclusions

10.1 The Authority's cost base is increasing at a faster rate than its underlying funding and there are one-off and ongoing costs that need to be met. A MTFP has been produced bringing together sensible assumptions over the future direction of income and expenses. However, the reality will inevitably be different, and we need to be prepared for less favourable scenarios. In particular, NPG may not increase and

could potentially be cut through the Spending Review; the Pension Fund revaluation occurs every three years and can result in increased costs; staff costs could continue to rise; pay award cost are currently unknown for this and future years.

- 10.2 This is very much a one-year budget whilst we wait until we have a clearer view of longer-term prospects. At the time of writing, we do not know our NPG settlement for 2022/23 let alone for 2023/24 and 2024/25. It seems sensible to wait for the results of the Spending Review before adjusting our financial and other plans beyond 2023. The draft business plan recognises this and proposes a business review in 2022/23 in order to set a balanced budget in future years.
- 10.3 Clause 25 of part 2 of the Local Government Act 2003 requires the Chief Financial Officer (section 151 Officer) to report to Members, when calculating the net budget requirement, on the robustness of estimates made including the overall public sector financing climate. The 2022/23 budget is “balanced” and is robust and realistic, but there has been a need to use reserves. There may be a need to draw on the reserves for the future years, which means that reserves balances may have to be depleted at a faster rate than in previous years.
- 10.4 A continued period of austerity will threaten our ability to deliver National Park purposes, contribute to the targets in the 25 Year Environment Plan, meet our publicly stated objectives around climate change and the Government’s response to the Landscapes Review.

ANGELA STIRLAND

Attachments: Appendices 1, 2 & 3 – 2022/23, 2023/24 & 2024/25 Revenue Budgets
Appendix 4 – Budget bid cuts and reductions
Appendix 5 – Reserves risk-based analysis
Appendix 6 – Reserve balances

20220304 AS 2022/23 Budget & MTFP

BUDGET 2022/23	Salaries	Travel	Transport	Premises	Projects: Supplies & Services	GROSS EXPENDITURE	Grants	Treasury	Fees & Charges	Sales	Rents & Other	INCOME	NET EXPENDITURE
	£	£	£	£	£	£	£	£	£	£	£	£	£
ENVIRONMENTAL LAND MANAGEMENT	0					0	0					0	0
BIO-DIVERSITY	103,073	1,050			58,821	162,944	(14,590)					(14,590)	148,354
LAND MANAGEMENT	44,943	675			23,808	69,426			(176)			(176)	69,250
WOODLANDS	43,643	100			1,500	45,243						0	45,243
DARTMOOR HEADWATERS PROJECT	173,470				36	173,506	(173,506)					(173,506)	0
PEATLANDS	130,995				36	131,031	(131,031)					(131,031)	0
FARMING IN PROTECTED LANDSCAPES	81,547				567,825	649,372	(649,372)					(649,372)	0
GREEN RECOVERY CHALLENGE FUND	272,202	9,750	26,669		122,400	431,021	(409,021)					(409,021)	22,000
HILL FARM PROJECT	61,341				36	61,377	(61,377)					(61,377)	0
NATURAL ENVIRONMENT	911,214	11,575	26,669	0	774,462	1,723,920	(1,438,897)	0	(176)	0	0	(1,439,073)	284,847
ARCHAEOLOGY	125,911	1,100			44,296	171,307	(48,819)		(1,000)			(49,819)	121,488
BUILT ENVIRONMENT	43,643	200				43,843						0	43,843
UPPACOTT				19,465		19,465					0	0	19,465
CULTURAL HERITAGE	169,554	1,300	0	19,465	44,296	234,615	(48,819)	0	(1,000)	0	0	(49,819)	184,796
VISITOR FACILITIES	49,857	250		11,762	109,303	171,172			(121,500)			(121,500)	49,672
ACCESS & RECREATION	90,445	450			28,715	119,610						0	119,610
PROW	103,145				49,931	153,076	(43,000)					(43,000)	110,076
SUSTAINABLE TOURISM & TRANSPORT	11,422	250			8,210	19,882						0	19,882
RECREATION MANAGEMENT	254,869	950	0	11,762	196,159	463,740	(43,000)	0	(121,500)	0	0	(164,500)	299,240
VISITOR CENTRES	237,010	1,150		25,362	97,822	361,344			(750)	(175,000)		(175,750)	185,594
COMMUNICATIONS	200,253	550			35,143	235,946			(18,500)			(18,500)	217,446
NATURALLY HEALTHY DARTMOOR					1,000	1,000						0	1,000
EDUCATION	170,994	1,100	1,718		15,988	189,800			(3,350)			(3,350)	186,450
PROMOTING UNDERSTANDING	608,257	2,800	1,718	25,362	149,953	788,090	0	0	(22,600)	(175,000)	0	(197,600)	590,490
RANGERS	395,789		30,050	3,315	23,411	452,565						0	452,565
CONSERVATION WORKS SERVICE	108,299		15,000	11,733	9,150	144,182						0	144,182
RANGERS, ESTATES & VOLUNTEERS	504,088	0	45,050	15,048	32,561	596,747	0	0	0	0	0	0	596,747
DEVELOPMENT MANAGEMENT	537,255	3,075			45,492	585,822	0		(172,000)			(172,000)	413,822
DEVELOPMENT MANAGEMENT	537,255	3,075	0	0	45,492	585,822	0	0	(172,000)	0	0	(172,000)	413,822
FORWARD PLANNING & COMMUNITY	165,538	750			14,144	180,432	0					0	180,432
FORWARD PLANNING	165,538	750	0	0	14,144	180,432	0	0	0	0	0	0	180,432
CORPORATE CENTRE	214,246	3,550			133,551	351,347		(400)				(400)	350,947
CORPORATE & DEMOCRATIC CORE	214,246	3,550	0	0	133,551	351,347	0	(400)	0	0	0	(400)	350,947
INFORMATION TECHNOLOGY	151,200	950			60,477	212,627			(3,337)			(3,337)	209,290
CORPORATE OPERATING COSTS			18,740		108,911	127,651						0	127,651
ADMINISTRATION AND FINANCE	176,038				10,860	186,898						0	186,898
LEGAL					70,000	70,000						0	70,000
HUMAN RESOURCES	133,652	200			35,583	169,435						0	169,435
OFFICE ACCOMMODATION (PARKE)	14,804			97,647		112,451						0	112,451
OFFICE ACCOMMODATION (PRINCETOWN)				138,679		138,679					(22,380)	(22,380)	116,299
CORPORATE SERVICES	475,694	1,150	18,740	236,326	285,831	1,017,741	0	0	(3,337)	0	(22,380)	(25,717)	992,024
PROJECT FUND					75,000	75,000						0	75,000
OTHER	0	0	0	0	75,000	75,000	0	0	0	0	0	0	75,000
TOTAL	3,840,715	25,150	92,177	307,963	1,751,449	6,017,454	(1,530,716)	(400)	(320,613)	(175,000)	(22,380)	(2,049,109)	3,968,345

Summary:	
Gross Expenditure	6,017,454
Reserves and brought forward balances	(142,480)
Income	(2,049,109)
Net Budget	3,825,865
National Park Grant	(3,825,865)
Deficit / (Surplus)	0

Appendix 2 to NPA/22/012

BUDGET 2023/24	Salaries	Travel	Transport	Premises	Projects: Supplies & Services	GROSS EXPENDITURE	Grants	Treasury	Fees & Charges	Sales	Rents & Other	INCOME	NET EXPENDITURE
	£	£	£	£	£	£	£	£	£	£	£	£	£
BIO-DIVERSITY	94,960	1,050			57,682	153,692	(15,792)					(15,792)	137,900
LAND MANAGEMENT	40,121	675			13,808	54,604			(176)			(176)	54,428
WOODLANDS	44,543	100			7,500	52,143						0	52,143
DARTMOOR HEADWATERS PROJECT	176,802				37	176,839	(176,839)					(176,839)	0
PEATLANDS	133,629				37	133,666	(133,666)					(133,666)	0
FARMING IN PROTECTED LANDSCAPES	81,020				515,615	596,635	(596,635)					(596,635)	0
HILL FARM PROJECT	63,105				37	63,142	(63,142)					(63,142)	0
NATURAL ENVIRONMENT	634,180	1,825	0	0	594,716	1,230,721	(986,074)	0	(176)	0	0	(986,250)	244,471
ARCHAEOLOGY	126,959	1,100			24,423	152,482	(39,372)		(2,000)			(41,372)	111,110
BUILT ENVIRONMENT	44,543	200				44,743						0	44,743
UPPACOTT				17,288		17,288					0	0	17,288
CULTURAL HERITAGE	171,502	1,300	0	17,288	24,423	214,513	(39,372)	0	(2,000)	0	0	(41,372)	173,141
VISITOR FACILITIES	52,516	250		11,968	156,339	221,073			(121,500)			(121,500)	99,573
ACCESS & RECREATION	93,942	450			43,666	138,058						0	138,058
PROW	106,106				53,854	159,960	(43,000)					(43,000)	116,960
SUSTAINABLE TOURISM & TRANSPORT	11,925	250			9,005	21,180						0	21,180
RECREATION MANAGEMENT	264,489	950	0	11,968	262,864	540,271	(43,000)	0	(121,500)	0	0	(164,500)	375,771
VISITOR CENTRES	243,598	1,150		22,636	155,196	422,580			(750)	(230,000)		(230,750)	191,830
COMMUNICATIONS	206,138	550			37,777	244,465			(19,000)			(19,000)	225,465
NATURALLY HEALTHY DARTMOOR					1,000	1,000						0	1,000
EDUCATION	175,003	1,100	1,718		21,722	199,543			(3,475)			(3,475)	196,068
PROMOTING UNDERSTANDING	624,739	2,800	1,718	22,636	215,695	867,588	0	0	(23,225)	(230,000)	0	(253,225)	614,363
RANGERS	406,568		31,550	3,382	19,478	460,978						0	460,978
CONSERVATION WORKS SERVICE	110,763		15,100	12,070	8,550	146,483						0	146,483
RANGERS, ESTATES & VOLUNTEERS	517,331	0	46,650	15,452	28,028	607,461	0	0	0	0	0	0	607,461
DEVELOPMENT MANAGEMENT	551,896	3,075			42,531	597,502			(192,000)			(192,000)	405,502
DEVELOPMENT MANAGEMENT	551,896	3,075	0	0	42,531	597,502	0	0	(192,000)	0	0	(192,000)	405,502
FORWARD PLANNING & COMMUNITY	173,157	750			15,149	189,056						0	189,056
FORWARD PLANNING	173,157	750	0	0	15,149	189,056	0	0	0	0	0	0	189,056
CORPORATE CENTRE	220,124	3,550			138,674	362,348			(400)			(400)	361,948
CORPORATE & DEMOCRATIC CORE	220,124	3,550	0	0	138,674	362,348	0	(400)	0	0	0	(400)	361,948
INFORMATION TECHNOLOGY	162,551	950			72,086	235,587			(3,837)			(3,837)	231,750
CORPORATE OPERATING COSTS			18,740		110,916	129,656						0	129,656
ADMINISTRATION AND FINANCE	179,882				11,425	191,307						0	191,307
LEGAL					70,000	70,000						0	70,000
HUMAN RESOURCES	146,454	200			39,819	186,473						0	186,473
OFFICE ACCOMMODATION (PARKE)	15,114			102,808		117,922						0	117,922
OFFICE ACCOMMODATION (PRINCETOWN)				66,881		66,881					(22,929)	(22,929)	43,952
CORPORATE SERVICES	504,001	1,150	18,740	169,689	304,246	997,826	0	0	(3,837)	0	(22,929)	(26,766)	971,060
PROJECT FUND					75,000	75,000						0	75,000
OTHER	0	0	0	0	75,000	75,000	0	0	0	0	0	0	75,000
TOTAL	3,661,419	15,400	67,108	237,033	1,701,326	5,682,286	(1,068,446)	(400)	(342,738)	(230,000)	(22,929)	(1,664,513)	4,017,773

Summary:

Gross Expenditure	5,682,286
Reserves	
Income	(1,664,513)
Net Budget	4,017,773
National Park Grant	(3,825,865)
Deficit / (Surplus)	191,908

BUDGET 2024/25	Salaries	Travel	Transport	Premises	Projects: Supplies & Services	GROSS EXPENDITURE	Grants	Treasury	Fees & Charges	Sales	Rents & Other	INCOME	NET EXPENDITURE
	£	£	£	£	£	£	£	£	£	£	£	£	£
BIO-DIVERSITY	84,660	1,050			46,483	132,193	(10,760)					(10,760)	121,433
LAND MANAGEMENT	43,790	675			9,808	54,273			(176)			(176)	54,097
WOODLANDS	45,461	100			7,500	53,061						0	53,061
DARTMOOR HEADWATERS PROJECT	180,475				38	180,513	(180,513)					(180,513)	0
PEATLANDS	136,383				38	136,421	(136,421)					(136,421)	0
HILL FARM PROJECT	41,542				38	41,580	(41,580)					(41,580)	0
NATURAL ENVIRONMENT	532,311	1,825	0	0	63,905	598,041	(369,274)	0	(176)	0	0	(369,450)	228,591
ARCHAEOLOGY	129,561	1,100			42,554	173,215	(37,935)		(2,000)			(39,935)	133,280
BUILT ENVIRONMENT	45,461	200				45,661						0	45,661
UPPACOTT				17,597		17,597					0	0	17,597
CULTURAL HERITAGE	175,022	1,300	0	17,597	42,554	236,473	(37,935)	0	(2,000)	0	0	(39,935)	196,538
VISITOR FACILITIES	55,159	250		12,193	114,202	181,804			(121,500)			(121,500)	60,304
ACCESS & RECREATION	96,585	450			43,409	140,444						0	140,444
PROW	108,922				54,030	162,952	(43,000)					(43,000)	119,952
SUSTAINABLE TOURISM & TRANSPORT	12,169	250			9,260	21,679						0	21,679
RECREATION MANAGEMENT	272,835	950	0	12,193	220,901	506,879	(43,000)	0	(121,500)	0	0	(164,500)	342,379
VISITOR CENTRES	249,295	1,150		25,219	163,368	439,032			(750)	(262,000)		(262,750)	176,282
COMMUNICATIONS	198,807	550			37,269	236,626			(15,000)			(15,000)	221,626
NATURALLY HEALTHY DARTMOOR					1,000	1,000						0	1,000
EDUCATION	179,007	1,100	1,718		21,656	203,481			(3,100)			(3,100)	200,381
PROMOTING UNDERSTANDING	627,109	2,800	1,718	25,219	223,293	880,139	0	0	(18,850)	(262,000)	0	(280,850)	599,289
RANGERS	416,914		30,750	3,855	19,571	471,090						0	471,090
CONSERVATION WORKS SERVICE	112,936		15,107	12,185	9,050	149,278						0	149,278
RANGERS, ESTATES & VOLUNTEERS	529,850	0	45,857	16,040	28,621	620,368	0	0	0	0	0	0	620,368
DEVELOPMENT MANAGEMENT	565,413	3,075			42,569	611,057			(192,000)			(192,000)	419,057
DEVELOPMENT MANAGEMENT	565,413	3,075	0	0	42,569	611,057	0	0	(192,000)	0	0	(192,000)	419,057
FORWARD PLANNING & COMMUNITY	181,148	750			5,153	187,051						0	187,051
FORWARD PLANNING	181,148	750	0	0	5,153	187,051	0	0	0	0	0	0	187,051
CORPORATE CENTRE	226,011	3,550			139,420	368,981		(400)				(400)	368,581
CORPORATE & DEMOCRATIC CORE	226,011	3,550	0	0	139,420	368,981	0	(400)	0	0	0	(400)	368,581
INFORMATION TECHNOLOGY	167,678	950			59,237	227,865			(3,337)			(3,337)	224,528
CORPORATE OPERATING COSTS			18,740		114,519	133,259						0	133,259
ADMINISTRATION AND FINANCE	183,634				11,500	195,134						0	195,134
LEGAL					70,000	70,000						0	70,000
HUMAN RESOURCES	125,708	200			40,805	166,713						0	166,713
OFFICE ACCOMMODATION (PARKE)	15,429			102,088		117,517						0	117,517
OFFICE ACCOMMODATION (PRINCETOWN)				61,736		61,736					(23,479)	(23,479)	38,257
CORPORATE SERVICES	492,449	1,150	18,740	163,824	296,061	972,224	0	0	(3,337)	0	(23,479)	(26,816)	945,408
PROJECT FUND					75,000	75,000						0	75,000
OTHER	0	0	0	0	75,000	75,000	0	0	0	0	0	0	75,000
TOTAL	3,602,148	15,400	66,315	234,873	1,137,477	5,056,213	(450,209)	(400)	(337,863)	(262,000)	(23,479)	(1,073,951)	3,982,262

Summary:

Gross Expenditure	5,056,213
Reserves	
Income	(1,073,951)
Net Budget	3,982,262
National Park Grant	(3,825,865)
Deficit / (Surplus)	156,397

Budget Bid Reductions and Deletions			
Cost Centre	Description	Reduced by £	Deleted £
Access	Miles without stiles		10,000
Access	Erosion works		10,000
Biodiversity	Habitat management	2,500	
Biodiversity	Nature Recover project phase III - Dartmoor soils and carbon study		1,000
Communications	Interpretation Boards	4,500	
Communications	Donate for Dartmoor - promotional booklets etc.	2,000	
Conservation Works Team	Hand tools replacement & equipment repairs	1,000	
Education	Events	2,000	
Education	Junior & Youth Ranger programme	3,000	
Human Resources	Corporate training	2,350	
Huppacot cottage	Rethatch north facing elevation and ridge		15,000
Information Technology	Modern working migration to sharepoint		30,800
Land	Managing own land ditching work, boundary fence		2,500
Building repair and maintenance	Parke	5,000	
Public Rights of Way	Infrastructure projects - signage, field furniture etc.		5,000
Visitor Management	Car Park maintenance	38,000	
Visitor Management	People and vehicle remote counters		3,000
Visitor Centre	Project for touchscreen at the visitor centres		7,450
Totals		60,350	84,750

2021/22 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2021/22 Opening Balance £'000
Grants & Contributions with Restrictions carried forward:	N/A	Actual	(213)
Budget Management Fund:			
Employees - Maternity / Paternity Cover / Pay Awards	Medium	Est.	(52)
Costs & Awards: Appeals / Public Enquiries / Litigation	High	Est.	(250)
Invest to Save Fund	N/A	Actual	(34)
Loss of Income, Inflation or Price Increases	Medium	Est.	(34)
Climate Change - Action Plan projects	N/A	Actual	(50)
2020/21 Outturn - to manage future budget deficits	N/A	Est.	(105)
Capital			
Property: Repairs & Maintenance (sinking fund)	Medium	Est.	(200)
Vehicles: Provision for future replacement of vehicles (sinking fund)	High	Actual	(127)
Planning IT System	High	Est.	(50)
Capital Receipts Unapplied	N/A	Actual	(21)
Known Commitments/Contracts			
National Park Management Plan	Low	Est.	(26)
Match Funding Reserve			
Cash Flow management for externally funded projects	Medium	Actual	(236)
Public Arts Project - Moor Otters II	Low	Actual	(120)
South West Peatland Partnership	Low	Est.	(125)
Green Recovery Challenge Fund - Changing Lives, Nurturing Nature	Low	Actual	(22)
Unallocated fund balance	N/A	Actual	(210)
General Reserve - Minimum amount to cover unanticipated costs / emergencies	N/A	Actual	(500)
Total Reserve Balance			(2,375)

GENERAL FUND RESERVE BALANCES

Appendix 6 to Report No. NPA/22/012

GENERAL FUND RESERVE BALANCES	2021/22 Opening Balance	2021/22 Transfers Out	2021/22 Transfers within	2021/22 Transfers In	2021/22 Forecast Movements	2022/23 Forecast Movements	2023/24 Forecast Movements	2024/25 Forecast Movements	2024/25 Forecast Closing Balance	Notes
	£	£	£	£	£	£	£		£	
Ringfenced External Grants & Contributions with Restrictions										
Hill Farm Project (Princes Countryside Fund)	(41,616)	41,616			0				0	Cash balances are carried forward at each year end as allocated to expenditure
Communities Fund Grant (from District Councils)	(100,839)	5,330			(95,509)	95,509			0	Cash balances are carried forward at each year end as allocated to expenditure
DCLG - Neighbourhood Planning Grant	(10,000)				(10,000)				(10,000)	Community planning referendums
DCLG - Unringfenced Grants	(84,940)	42,933			(42,007)				(42,007)	Planning support
Donate for Dartmoor Balances (public donations)	(9,573)	9,573		(10,497)	(10,497)	10,497			0	Cash balances are carried forward at each year end as allocated to expenditure
Police & Crime Commissioner Grant - Dartmoor Marshals Scheme	(5,000)	5,000			0				0	
Peatland Partnership	(75,397)	29,755			(45,642)	45,642			0	NPA17/041 - 3 year project.
ELMS Test and Trials project	(11,872)	11,872			0				0	Cash balances are carried forward at each year end as allocated to expenditure
Cave Shrimp (Glendinnings)	0			(6,000)	(6,000)	6,000			0	
Woodland Trust - Conservation Volunteers	(5,000)	5,000			0				0	
Clarion Housing #iwill	(7,600)	7,600			0				0	
Clif Bar - Conservations Volunteers	(10,000)	10,000			0				0	
Moor Medieval book sales	(3,027)				(3,027)	3,027			0	
South West Water - Invasives Project	(11,500)	11,500			0				0	
Defence infrastructure - Nattor Down	(1,250)	1,250			0				0	
Natural England - Ground Truthing	(5,500)	5,500			0				0	
Defence infrastructure - River Tavey bridge feasibility	(5,000)	5,000			0				0	
Budget Management Fund - Provisions (risk based)										
Employees	(52,000)				(52,000)				(52,000)	See risk assessment for breakdown - 2020/21 pay award
Costs and Awards: Appeals/Public Enquiries/Litigation	(250,000)				(250,000)				(250,000)	See risk assessment for breakdown
Loss of Income and Inflation	(34,500)				(34,500)				(34,500)	See risk assessment for breakdown - C19 impact may mean that this is needed in 2020/21
Invest to Save and / or Generate Projects	(33,733)				(33,733)				(33,733)	
Climate Change /Emergency Declaration	(50,000)				(50,000)	25,000	25,000		0	NPA/19/020
Annual Revenue Outturn and MTFP budget gaps	(207,182)	112,895		(10,641)	(104,928)	25,910	183,908	148,397	253,287	Budget gaps in years 2 & 3 to be met from savings or other unallocated balances if no increase NPG
Capital Expenditure Fund										
Vehicles - Sinking Fund - Replacement	(127,321)	2,231		(2,321)	(127,411)	10,231	8,000	8,000	(101,180)	CWT vehicle in 2022/23. Two lease EV pool vehicles
Property - Sinking Fund - Repairs & Maintenance	(200,000)	30,000		(30,000)	(200,000)	86,570			(113,430)	Princetown repairs in 2022/23
Planning IT system	(50,000)	50,000		(50,000)	(50,000)	50,000			0	In year efficient savings therefore no call on reserves
Known Commitments										
National Park Management Plan	(25,590)				(25,590)				(25,590)	C/Fwd to be used as required
Conservation Volunteers - DNPA Commitment	(5,000)	5,000			0				0	C/fwd from 2019/20 to be used as match funding
2020/21 Comitments to carry forward	(91,525)	91,525			0				0	C/fwd from 2020/21
Capital Receipts Unapplied	(20,769)	20,769		(20,769)	(20,769)	20,769			0	CWT vehicle in 2022/23
Match Funding Reserve										
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)				(120,000)	NPA/19/015 - risk that costs will not be covered by income to be determined
South West Peatland Partnership	0		(125,000)		(125,000)				(125,000)	NPA/21/020
Green Recovery Challenge Fund - Changing Lives, Nurturing Nature	0		(22,000)		(22,000)	22,000			0	NPA/21/016
Unallocated fund balance	(357,037)		147,000		(210,037)	(50,000)			(260,037)	Allocate to the National Lottery Heritage Fund bid when the Fund re-opens (delayed due to Covid 19)
Total Earmarked Reserves	(2,249,271)	504,349	0	(130,228)	(1,875,150)	351,155	216,908	156,397	(1,150,690)	
General Reserve (unallocated emergency reserve)	(500,000)				(500,000)				(500,000)	
Total General Fund Balance	(2,749,271)	504,349	0	(130,228)	(2,375,150)	351,155	216,908	156,397	(1,650,690)	



NPA/22/013

Dartmoor National Park Authority

4 March 2022

Treasury Management and Investment Strategy 2022/23

Report of the Head of Business Support

Recommendations: **That the Authority approves and adopts the revised Treasury Management Practices (Appendix 1) and the 2022/23 Treasury Management & Investment Strategy (Appendix 2)**

1 Introduction

- 1.1 In December 2021, the Chartered Institute of Public Finance and Accountancy (CIPFA) published a revised Code of Practice for Treasury Management and a revised Prudential Code. As a result, a revised Treasury Management Policy Statement together with a revised statement of 'Treasury Management Practices' (TMPs) are proposed to reflect changes required by the new codes. These are set out at Appendix 1.
- 1.2 The policy requires the Authority to consider a treasury strategy report, setting out the strategy and plans to be followed in the coming year, as part of the budget process. The Treasury Management Strategy for 2022/23 is set out at Appendix 2.

2 Treasury Management and Investment Strategy

- 2.1 The Treasury Management Policy Statement and Treasury Management Practices set out the broad treasury management framework within which the annual Treasury Management Strategy is set. The revised version attached at Appendix 1 reflects the new requirements of the revised CIPFA Treasury Management and Prudential codes and comprises:
 - Treasury Management Code of Practice
 - Treasury Management Policy
 - Treasury Management Practices.
- 2.2 A key feature of the new codes is a renewed and greater emphasis on putting the security of the Authority's financial investments above the achievement of yield, and greater restrictions on the use of borrowing to fund commercial activities. Given the Authority's prudent policy in its approach regarding external borrowing and not investing directly in commercial property to achieve a return this should have minimal

practical impact on the Treasury Management Strategy, but revised wording has been introduced to reflect these changes in the codes.

- 2.3 Treasury management is to be viewed as the temporary investment of funds that are held in reserves and balances that may be required in the medium term and therefore the expectation is that longer term investments should be limited and should not be undertaken if there is a requirement for new external borrowing. The codes introduce a new prudential indicator, the liability benchmark, which is designed to show whether external borrowing is required to fund capital expenditure, and/or when it can be funded by internal borrowing. This part of the code does not apply as the Authority does not have any borrowing.
- 2.4 The Treasury Management Code also requires the inclusion of a schedule of non-treasury investments to include commercial investments designed to achieve a return, and financial investments designed to support the provision of services to the community. These should describe how performance and risk management is undertaken and reported on such investments.

3 Treasury Management and Investment Strategy – Key Points

- 3.1 The Treasury Management and Investment Strategy sets out the minimum revenue provision (MRP) policy, capital expenditure funding, prudential indicators, the current treasury position, debt, and investments; prospects for interest rates; the borrowing strategy; and the investment strategy.
- 3.2 The key issues for 2022/23 are set out in the Treasury Management and Investment Strategy Overview section. These include:
- a) Consideration of the need for prudent management of the Authority's cash resources in order to support the capital strategy and meet the Authority's strategic priorities.
 - b) The target rates for 2022/23.
 - c) The inclusion of more detail on the Authority's financial investments outside of treasury management.
- 3.3 In general, the strategy remains broadly similar to that for 2021/22, with no changes, for example, to the MRP policy, or approved counterparty criteria.

4 Conclusion

- 4.1 The Authority's arrangements for treasury management continue to be maintained at a high standard. The Head of Business Support continues to consult with Devon County Council's Assistant County Treasury (Investments and Treasury Management) to investigate opportunities to maximise the Authority's investment income and will bring a report to the Authority for approval if changes to our practices are proposed.

ANGELA STIRLAND

**Attachments: Appendix 1 - Treasury Management Policy and Treasury Management Practices
Appendix 2 - Treasury Management and Investment Strategy**

TREASURY MANAGEMENT CODE OF PRACTICE

- 1 The Authority will create and maintain, as the cornerstone for effective treasury management:
 - a treasury management policy statement, stating the policies, objectives, and approach to risk management of its treasury management activities; and
 - suitable Treasury Management Practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
 - Investment Management Practices (IMP) for investments which are not for treasury management purposes.
- 2 The Authority will receive reports on its treasury management policies, practices, and activities, including as a minimum, an annual strategy and plan in advance of the year, a mid year review and an annual report after its close, in the form prescribed in its TMPs and IMPs.
- 3 The Authority delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Audit & Governance Committee, and for the execution and administration of treasury management decisions to the Chief Financial Officer (S151 Officer) who will act in accordance with the Authority's policy statement, TMPs and IMPs and if he /she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.
- 4 The Authority nominates the Audit & Governance Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

THE TREASURY MANAGEMENT POLICY

Dartmoor National Park Authority defines its treasury management activities as: 'The management of the Authority's investments, cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks.'

Dartmoor National Park Authority regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Authority and any financial instruments entered into to manage these risks.

Dartmoor National Park Authority acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

The Treasury Management Practices (TMPs) will be applied to ensure that this Policy is delivered. The Authority will, through the use of these practices, ensure that security and liquidity are prioritised ahead of yield within the defined risk framework.

TREASURY MANAGEMENT PRACTICES (TMP's)

Treasury Management Practices (TMPs) set out the manner in which the Authority will seek to achieve its treasury management policies and objectives and how it will manage and control those activities.

TMP 1 RISK MANAGEMENT

The Authority regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that robust due diligence procedures cover all external investment.

The Chief Financial Officer (CFO) (Section 151), will ensure the design, implementation and monitor of all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect, in accordance with the procedures set out in TMP6 Reporting requirements and management information arrangements.

In respect of each of the following risks, the arrangements, which seek to ensure compliance with these objectives, are set out.

Credit and Counterparty Risk Management

The Authority regards a prime objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with which funds may be deposited, or investments made and will limit its investment activities to the instruments, methods and techniques referred to in TMP4 'Approved Instruments, methods and techniques'.

It also recognises the need to have, and maintain, a formal counterparty policy in respect of those organisations with whom it may enter into financing arrangements. This will set out the Authority's policy and practices relating to environmental, social and governance (ESG) investment considerations.

The Authority's arrangements have been formulated to restrict the exposure to risk by taking account of the credit standing of counterparties and setting limits to different types of borrowers.

The credit ratings of all three major rating agencies (Fitch, Moody's, and Standard & Poor's) will be used to ensure that commercial institutions satisfy the requirements of the current policy. In essence the Authority looks for the highest rating from banks and sets lending limits against each one. Banks and UK Building Societies that do not attract these ratings are not considered at all. The actual ratings sought by the Authority may be varied as part of the regular review of lending policy and counterparties. This is conducted in consultation with the Devon County Council's Assistant County Treasurer (Investments & Treasury Management). The List of Approved Counterparties is kept under close review and is subject to amendment in the light of changes to credit ratings, takeovers and mergers, or changes to the type of institution.

Approved institutions are placed on the lending list, deposits may not be made to any institution which does not conform to the requirements of the Lending List, nor is any transaction allowed to be entered into through any money broker not featuring on the approved list. The financial press and other sources are monitored with a view to discovering cases where an institution on the List is in any difficulty, financial or otherwise. If appropriate, any organisation will be immediately suspended from the list until such time that they demonstrate their creditworthiness. The decision to suspend a counterparty is made by the CFO (in consultation with Devon County Council) who will issue a revised Approved List.

Liquidity Risk Management

The Authority will ensure that it has adequate, though not excessive cash resources, overdraft, or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives.

Should borrowing be required, the Authority will not borrow earlier than required to meet cashflow needs unless there is a clear business case for doing so and will only do so for the current capital programme, to fund future debt maturities, or to ensure an adequate level of short-term investments to provide liquidity for the Authority.

The daily cash flow is managed by officers in order to 'smooth' the flow of funds into and out of the Authority, ensuring best returns on surplus funds. Lending is generally undertaken in periods of up to one month to ensure as far as is possible that on no one day should there be a requirement to have to fund any shortages. Days when it is known that large outflows of money will take place e.g., payroll dates, are obvious dates to ensure there is sufficient liquidity. Balances that are identified as not being for immediate use, say within the next few months may be invested for longer periods.

Interest Rate Risk Management

The Authority will manage its exposure to fluctuations in interest rates with a view to containing its interest revenues, in accordance with its Treasury Management Policy and Strategy and in accordance with TMP6 Reporting requirements and management information arrangements.

It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenue, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected potentially advantageous changes in the level or structure of interest rates. This should be subject to the consideration and, where required, approval of any policy or budgetary implications.

The Authority currently only makes use of Call Accounts & Callable Deposits (fixed rate / term). Any future changes will be the subject to the consideration and approval by the Authority.

Exchange Rate Risk Management

The Authority will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels. However, this is not material for this Authority as there is currently very little of either income or expenditure transacted in currencies other than sterling.

Refinancing Risk Management

The Authority will ensure that any borrowing and other long-term liabilities are negotiated, structured, and documented and the maturity profile of the monies so raised is managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable as can be reasonably be achieved in the light of market conditions prevailing at the time. It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective and will avoid over-reliance on any one source of funding if his might jeopardise its achievement. The Authority is currently debt free and has no plans to borrow.

Legal and Regulatory Risk Management

The Authority will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities.

The Authority recognises that future legislative or regulatory changes may impact on its treasury management activities and, as far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the Authority.

Authority officers perform their duties with reference to Local Government Acts and Regulations, and in accordance with the Authority's Treasury Management Policy. In framing the Lending List, reference is made to official circulars from the Bank of England and to Credit Agency reports in order to vet potential counterparties. In return, the Authority, if requested, will provide to those institutions, documentation to support the Authority's and Authority Officer's powers to enter into any transaction. Annual Accounts, Treasury Management Strategy Statements, and Schemes of Delegation are exchanged with counterparties.

Under no circumstances are officers involved in cash management allowed to borrow or lend for the purpose of generating surpluses from speculative money market dealings.

Operational risk, including fraud, error and corruption

The Authority will ensure that it has identified the circumstances that may expose it to the risk of loss through inadequate or failed internal processes, people and systems or from external events. Accordingly, it will employ suitable systems and procedures and maintain effective contingency management arrangements to these ends. Systems are in place to ensure all transactions and deals are documented and authorised.

A proprietary system is to process transactions (Barclays.net) which is accessed only through a system of passwords by authorised Officers. Reports and records from the systems also allow independent checks by others, for example Internal Audit, on the accuracy and completeness of all transactions, and to verify that they were made in accordance with agreed policy.

Price Risk Management

The Authority will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests and will accordingly seek to protect itself from the effects of such fluctuations. All lending is in the form of cash deposits. There are no investments whose capital value may fluctuate, for example Gilts or Certificates of Deposit (CDs).

Commercial Investments

The Authority does not currently have a policy of making commercial investments outside of its treasury management activity for mainly financial reasons. All capital investments outside of treasury management activities are held explicitly for the purposes of delivering operational services and National Park Purposes and are monitored through existing frameworks.

TMP 2 PERFORMANCE MEASUREMENT

The Authority is committed to the pursuit of best value in its treasury management activities and to the use of performance methodology in support of this aim, within the framework set out in its treasury management policy statement.

The treasury management function will be the subject of on-going analysis of the value it adds in support of the Authority's stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements.

TMP 3 DECISION-MAKING AND ANALYSIS

The Authority will maintain full records of its treasury management decisions and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past and for accountability, e.g., demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.

In respect of every decision made, Authority Officers will have certainty about the legality of the transaction and be content that the transaction helps deliver the organisation's objectives as set out in the Strategy Statement.

Before investing, account will be taken of the existing cash flow, and market conditions, before fixing the optimum period. Third parties will have been checked to ensure their credit worthiness and to ensure that limits have not been exceeded. Records are kept not only of all transactions, but also of all documents that were a part of reaching the decision.

TMP 4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

The Authority will undertake its treasury management activities by employing only those instruments, methods and techniques to be detailed in the schedules to this document and within the limits and parameters defined in TMP1 Risk Management.

TMP 5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES AND DEALING ARRANGEMENTS

The Authority considers it essential for the purposes of the effective control and monitoring of its treasury management activities, and for the reduction of the risk of fraud or error and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

The principles on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of decisions and the audit and review of the treasury management function. The Authority will ensure that there are clear written

statements of responsibilities for each post engaged in treasury management and the arrangements for absence cover. The CFO will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.

If and when the Authority intends, as a result of lack of resources or other circumstances, to depart from these principles, the CFO will ensure that the reasons are properly reported in accordance with TMP6, and the implications properly considered and evaluated.

The CFO will fulfil all delegated responsibilities in accordance with the Authority's Policy and TMP's and as a CIPFA member, the Standard of Professional Practice on treasury management.

The CFO is responsible for recommending changes to treasury management policies to Members for approval and for ensuring that the reporting arrangements set out in TMP6 are adhered to.

Prior to entering into any long-term borrowing, lending or investment transaction, it is the responsibility of the CFO to be satisfied that the proposed transaction does not breach any statute, external regulation or the Authority's financial regulations. The CFO has delegated powers to take the most appropriate form of borrowing from the approved sources and to take the most appropriate form of investments in approved instruments.

Internal Audit is responsible for ensuring compliance with approved policy and procedures, reviewing division of duties and operational practice, assessing value for money from treasury activities and undertaking probity audit of the treasury function.

TMP 6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

The Authority will ensure that regular reports are prepared and considered on the implication of its treasury management policies; on the effects of decisions taken and the transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.

Before the start of each financial year, the Authority must consider and adopt the Treasury Management Strategy (which is part of the budget process). The Audit & Governance Committee will receive a mid-year review, usually incorporated within the Financial Management Report at month 6 and an annual report (contained within the Financial Outturn Report) on the performance of the treasury management function, on the effects of decisions taken and transactions executed and on any circumstances of non-compliance with the policy statement or TMPs.

TMP 7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

The CFO will prepare, and the Authority will approve an annual budget for treasury management associated income taking into account matters required by statute or regulation and the TMPs. The CFO will exercise effective controls over this budget and report on and recommend any required changes in accordance with TMP6.

The Authority will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and

standards, and with statutory and regulatory requirements in force for the time being. The Authority will ensure that its auditors and those charged with regulatory review, have access to all information and papers supporting the activities of the treasury management function for the proper fulfilment of their roles and that such information demonstrates compliance with external and internal policies and approved practices.

TMP 8 CASH AND CASH FLOW MANAGEMENT

Unless statutory or regulatory arrangements demand otherwise, all monies in the hands of the Authority will be under the control of the CFO and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis and CFO will ensure that these are adequate for the purposes of monitoring compliance with TMP1 liquidity risk management.

TMP 9 MONEY LAUNDERING

The Authority is alert to the possibility that it may become subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures to minimise the risk of any such event, and for verifying and recording the identity of counterparties and reporting suspicions. It will also ensure that staff involved in treasury transactions are properly trained. The source of all monies received by the Authority is required to be identified. Any unbudgeted income or receipts which had not been forecasted are investigated.

TMP 10 STAFF TRAINING AND QUALIFICATIONS

The Authority recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge, and skills.

The Authority also has a service level agreement with Devon County Council for treasury management advice and support which provides for some resilience and cover.

TMP 11 USE OF EXTERNAL SERVICE PROVIDERS

The Authority recognises that responsibility for treasury management decisions remains with the Authority at all times. It recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources.

If and when it employs such service providers, it will ensure it does so for reasons which will have been submitted to full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

The Authority will ensure, where feasible and necessary, that a spread of service providers is used, to avoid over-reliance on one or a small number of companies. Where services are subject for formal tender or re-tender, legislative requirements will always be observed. The Authority will be mindful of the requirements of the Bribery Act 2010 in their dealings with external providers. The monitoring of such arrangements rests with the CFO.

TMP 12 CORPORATE GOVERNANCE

The Authority is committed to the pursuit of proper corporate governance throughout its business and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and activities will be undertaken with openness and transparency, honest, integrity and accountability.

The Authority has adopted and implemented the key recommendations of the Code. This together with other the arrangements detailed in this document are considered vital to the achievement of proper corporate governance in treasury management. The CFO will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

INVESTMENT MANAGEMENT PRACTICES

For non-treasury management investments, the Authority should ensure that effective risk and performance management arrangements are in place. These should include:

- Investment objectives.
- Investment criteria.
- Risk management, including risk identification, controls, management and monitoring for any material non-treasury investment portfolios.
- Performance measurement and management, including methodology and criteria for assessing the performance and success of non-treasury investments.
- Decision making, governance and organisation, including a statement of the governance requirements for decision making in relation to non-treasury investments, and arrangements to ensure that appropriate professional due diligence is conducted to support decision making.
- Reporting and management information, including where and how often monitoring reports are taken.
- Training and qualifications, including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

The above issues should be addressed by the service areas concerned in relation to any financial investments undertaken in support of their service priorities. A summary will be provided in the annual treasury management strategy.

TREASURY MANAGEMENT AND INVESTMENT STRATEGY 2022/23

1. Introduction

The Authority has adopted the CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Services. A revised Code of Practice was published by CIPFA in December 2021 and requires the Authority to approve a Treasury Management Policy Statement together with a statement of its 'Treasury Management Practices' (TMPs). These policies have been reviewed for 2022/23 in the light of the revised code and revised TMPs have been submitted for approval.

The policy requires the Authority to consider a treasury strategy report, setting out the strategy and plans to be followed in the coming year, as part of the budget process. The strategy for 2022/23 is broadly consistent with that adopted for 2021/22.

The Treasury Management Strategy sets out the Authority's policies in relation to:

- the management of the Authority's cashflows, its banking transactions;
- borrowing and investment strategies;
- monitoring of the level of debt and funding of the capital programme.

The Treasury Management Strategy should be read in conjunction with the Capital Strategy.

The Authority is required to monitor its overall level of debt in line with the national code of practice drawn up by CIPFA. Part of this code requires consideration of a set of "prudential indicators" in order to form a judgement about the affordable, prudent and sustainable level of debt.

The prudential indicators, treasury management strategy and the annual investment strategy have been reviewed in line with the Capital Programme 2022/23 – 2024/25, and the Capital Strategy.

This Treasury Management Strategy document sets out:

- Minimum revenue provision;
- Capital expenditure funding;
- Prudential indicators on the impact of capital financing and monitoring of the level and make-up of debt;
- The current treasury position, debt and investments;
- Prospects for interest rates;
- The borrowing strategy; and
- The investment strategy.

2. Treasury Management and Investment Strategy Overview

The Treasury Management and Investment Strategy sets out the MRP policy, capital expenditure funding, prudential indicators, the current treasury position, debt and investments; prospects for interest rates; the borrowing strategy; and the investment strategy.

3. International Financial Reporting Standard 16 - Leases.

From 1st April 2022, there is a new accounting code (IFRS16 Leases) which may need to be adopted. This means that the Authority will have external borrowing in relation to leasing contracts that it currently holds or enters into (for property, plant and equipment). All current “operating leases” unless of low value or of less than 12 months duration, will become “finance leases”. This has the “accounting” effect of bringing lease liabilities onto the balance sheet, which counts as “debt” as far as the Prudential Code is concerned. However, as this “debt” relates to transactions that the Authority has already approved, this will be purely an administrative task to increase the Prudential Code Indicator limits equal to the newly recognised “debt”.

At the time of writing this report, CIPFA has issued an emergency code consultation, potentially deferring the implementation of IFRS16 for a third year. It is a case of wait and see, but any developments will be advised accordingly. Note, to offset the risk of breaking the Authorisation limit and Operational Boundary on the 1st April, if the code were to be implemented it would be prudent to increase both to £500,000. This equates to the Authority’s available bank overdraft facility, plus the current operating leases and a contingency for any future liabilities.

4. External Borrowing

The Authority has always followed a policy of containing the capital programme and not taking out external borrowing. Capital expenditure new starts are limited to those that are financed from sources other than external borrowing. To meet the need for capital expenditure, the highest priority schemes across the Authority are funded from capital receipts and internal borrowing over the capital programme timescale.

The revised Prudential and Treasury Management codes published by CIPFA include a new requirement for a liability benchmark to be included in the Treasury Management Strategy. This is designed to identify the minimum level of external debt needed to fund the Authority’s capital financing requirement.

5. Target Rates for Investment

For the 2022/23 financial year it has been assumed that the average interest rate earned on lending to banks and building societies will be 0.35% p.a. This is a small increase on the targeted rate for 2021/22 reflecting the Bank of England’s announcement in December 2021 of an increase in the base rate to 0.25%, but reflecting that this will not immediately filter through to the Authority’s investments.

6. Minimum Revenue Provision

MRP is a charge to the Authority’s revenue accounts to make provision for the repayment of external debt and internal borrowing; there is a statutory obligation to charge the revenue account an annual amount of MRP. Although the Authority has no external debt or borrowing

7. Capital Expenditure

The Authority rarely has a capital programme; capital spend is commonly of a small-scale nature such as related to the acquisition of vehicles or IT. For any larger schemes, the Authority receives a specific report to support the decision making. The Authority's capital programme for the current MTFP period is set out below:

Project	2022/23 £	2023/24 £	2024/25 £
Replacement Vehicles (CWT)	23,000	0	0
Total	23,000	0	0

Funded From	£	£	
Capital Receipts	23,000	0	0
Total	23,000	0	0

8. Prudential Indicators

Capital Financing Requirement - this represents the Authority's underlying debt position, showing how the previous and future spend for capital purposes has been or will be financed by borrowing or entering into other long-term liabilities.

Authorised Limit for total external debt - this represents the level at which the Authority is able to borrow and enter into long term liabilities. Additional borrowing beyond this limit is prohibited without Authority approval. The Authorised limit set to £500,000.

Operational Boundary - this is based on the anticipated level of external debt needed during the year. Variations in cash flow can lead to occasional, short term breaches of the operational boundary that are acceptable. Sustained breaches would be an indication that there may be a danger of exceeding authorised limits. The Operational Boundary is set to £500,000.

Underlying Borrowing Requirement to Gross Debt - the Authority needs to ensure that its gross debt does not, except in the short term, exceed the Capital Financing Requirement.

Liability Benchmark – This takes the capital financing requirement, and the forecast level of reserves and balances, and assumes that cash and investment balances should be kept to a minimum level at each year end to maintain sufficient liquidity but minimise credit risk. As the Authority currently has no capital finance requirements this is not required.

Ratio of Financing Costs to Net Revenue Stream - this shows the relationship between Capital Financing Costs and the net Revenue Stream.

9. Treasury Management Prudential Indicators

These relate to the fixed and variable rates of interest on loans and borrowings. As the Authority does not have any external borrowing, these indicators do not apply.

10. Monitoring the Indicators

It is important to monitor performance against forward looking indicators and the requirement that borrowing should only be for capital purposes. If we had borrowing, it would be monitored daily against the operational boundary and authorised limit. If these

limits were to be breached, a report would be brought to the Authority outlining what action would be necessary to prevent borrowing exceeding the limit and the impact on the revenue budget. The indicators for capital expenditure, capital financing requirement, capital costs and the treasury management indicators are monitored monthly if they apply. Any significant variations would be reported to the Authority.

11. Analysis of Long Term Debt

The Authority has no long term debt.

12. Schedule of Investments

At the time of writing this report all the Authority's working capital was being held in its bank accounts. Use of a Barclays Treasury Deposit Account is used when interest rates are positive. The Authority currently has no fixed rate investments in place.

The annual investment returns history and current position is set out below.

2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Forecast
£17,998	£19,162	£17,950	£10,616	£23,505	£23,726	£5,488	£500

The Authority's cash balance available for investment varies during the year, with the balance building up on a quarterly basis when we receive National Park Grant; it then tapers down at the end of each quarter and towards the end of the financial year. It is anticipated that long term cash balances available for investment on 31 March 2022 will be circa £2 million.

The recent investment performance of the Authority's cash has been affected by the coronavirus pandemic which led the Bank of England to reduce its base rate firstly to 0.25% and then to 0.1% during March 2020. This has had an impact on the rates available for investment, which have gradually reduced over the period since March 2020; with banks offering zero interest rates for low balances held.

13. Prospects for Interest Rates

Forecasting future interest rate movements even one year ahead is always difficult. The factors affecting interest rate movements are clearly outside the Authority's control. Whilst short term rates are generally linked to the Bank of England's Base Rate, long term rates are determined by other factors e.g. the market in Gilts.

The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action on March 2020 to cut Bank Rate to first 0.25%, and then to 0.10%. However, in December the Monetary Policy Committee (MPC) confounded market expectations by raising the bank rate back up to 0.25%. The Bank of England now expects inflation to peak to 7% by spring 2022, and while the Omicron variant was already having an impact on some sectors, the MPC felt it had to act because it saw "some signs of greater persistence in domestic costs and price pressures".

Typically, an increase in the Bank of England base rate would feed through into market pricing, but with many banks awash with cash and having little appetite for more money this may limit the impact on the rates available for short term investment. Market expectations for further increases in rates during 2022 could improve the prospects for better rates as the year progresses.

The following table outlines expectations for movements in the base rates. These rates can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment, particularly given the uncertain times we are currently experiencing. Such volatility could occur at any time during the forecast period.

Base Rate forecasts	Dec (act) 2021	March 2022	June 2022	Sep 2022	Dec 2022	March 2023	June 2023	Sep 2023
Link Asset Service	0.25%	0.25%	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%
Capital Economics	0.25%	0.25%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%

When budgeting for interest receipts a prudent approach has been adopted to ensure that, as far as is possible, the budget will be achieved.

14. Borrowing and Debt Management Strategy 2022/23 – 2024/25

As the Authority is debt free and has no current plans to borrow, there is nothing to report under this heading.

15. Investment Strategy 2022/23 – 2024/25

The Authority continues to adopt a very prudent approach to its cash investments and its investments will be “Specified Investments” as defined by the Department for Levelling Up, Housing and Communities (DLUHC). The lending policy is kept under constant review with reference to strict criteria for inclusion in the counterparty list. The Treasury Management Strategy will continue to be set to ensure a prudent and secure approach.

The Authority is required under the guidance in the CIPFA Treasury Management Code of Practice to approve an Annual Investment Strategy. The overall aims of the Authority’s strategy continue to be to:

- Limit the risk to the loss of capital;
- Ensure that funds are always available to meet cash flow requirements;
- Maximise investment returns, consistent with the first two aims; and
- Review new investment instruments as they come to the Local Authority market, and to assess whether they could be a useful part of our investment process.

The overriding objective will be to invest prudently, with priority being given to security and liquidity before yield.

The outlook for cash investment remains challenging. Whereas in the past there has been a perception that Governments would not allow banks to fail, the new regulatory environment has put more emphasis on the requirement for investors to take a hit by funding a “bail-in”. A bail-in is where the bank’s creditors, including local authorities depositing money with them, bear some of the burden by having part of the debt they are owed written off. The balance of risk is therefore changing, and as a result the Authority has considered alternative forms of investment in order to diversify its risk.

Under the Markets in Financial Instruments (MiFID II) directive, local authorities are now classed as retail clients by the Financial Conducts Authority (FCA). This has implications for the range of investments that are available to local authorities. While bank and building

society deposits are unaffected by the regulations, some banks have determined that they will only take term deposits from professional clients and a range of alternative forms of investments are only available to professional clients. However, if the local authority meets the criteria set by the FCA, then it can apply to be “opted up”. The Authority does not meet the criteria to do so.

Specified Investments

Specified Investments will be those that meet the criteria in the MHCLG Guidance i.e. the investment:

- Is sterling denominated;
- Has a maximum maturity of 1 year;
- Meets the “high credit quality” as determined by the Authority or is made with the UK government or is made with a local authority in England, Scotland, Wales or Northern Ireland or a parish or community council;
- The making of which is not defined as capital expenditure under section 25(1)(d) in SI 2003 No 3146 (i.e. the investment is not loan capital or share capital in a body corporate).

Specified investments will include bank and building society deposits. Security is achieved by the creation of an ‘Approved list of Counterparties’. These are the banks, building societies, money market funds and other public bodies with whom we are prepared to deposit funds. In preparing the list, a number of criteria will be used not only to determine who is on the list, but also to set limits as to how much money can be placed with them, and how long that money can be placed for.

Banks are expected to have a high credit rating. The Authority uses the ratings issued by all three of the major credit rating agencies, Fitch, Moody’s and Standard & Poor’s, made available to the Authority via Devon County Council’s Assistant County Treasurer (Investments and Treasury Management), who monitors them daily and advises the Authority accordingly.

The lowest rating published by any of the agencies is used to decide whether an institution is eligible for inclusion. Where the counterparty is only rated by two of the major ratings agencies, the lowest rating published by either of the two is used. This rating also determines the maximum amount which can be loaned to an individual counterparty. Overseas banks that meet the criteria are included from countries with an ‘AAA’ Sovereign rating. The time length of all deposits with financial institutions will be managed prudently, taking account of the latest advice from Devon County Council’s Assistant County Treasurer (Investments and Treasury Management). The Authority’s investments will continue to be in bank deposits.

The ‘Approved List of Counterparties’ specifies individual institutions and is formally reviewed at least monthly. Notification of credit rating downgrades (or other market intelligence) is acted upon immediately, resulting in any further lending being suspended.

Counterparty Approved List criteria

Counterparty Type		Fitch	Moody's	Standard & Poor's
UK Banks	Not below	A- & F1	A3 & P-1	A- & A-1
UK Building Societies	Not below	A- & F1	A3 & P-1	A- & A-1
Overseas Banks	Sovereign rating of	AAA	Aaa	AAA
	And not below	A- & F1	A3 & P-1	A- & A-1
Other Local Authorities		N/A	N/A	N/A

Where the short term rating of a counterparty is one notch below the stated criteria, but the counterparty meets the long-term rating criteria, they may still be used, subject to the advice provided by Devon County Council, who will take into account a range of other metrics in arriving at their advice. The credit ratings shown in the table for banks and building societies allow for greater sensitivity in recognising counterparty risk.

Liquidity in investments is the second key factor in determining our strategy. Funds may be earmarked for specific purposes or may be general balances and this will be a consideration in determining the period over which the investment will be made. All known short-term commitments are covered before lending for over 1 month. Where cash is expected to be available long-term (up to a year) the Authority will maximise the length of time for the deposit to obtain the best interest rate possible.

Non-Specified Investments

Non-specified investments are those that do not meet the criteria detailed above, but are intended to be a longer-term investment, generating a higher yield, but with a slightly higher degree of risk e.g. investment in commercial property. The Authority has no non-specified investments.

Interest Rate Targets

For the 2022/23 financial year it has been assumed that the average interest rate earned on short-term lending (to the bank) will be 0% p.a. The target rate takes into account that the Bank of England base rate announced in December 2021, but on the basis that it will only gradually feed into the rates achievable on the Authority's investments.

Given the degree of uncertainty about future economic prospects and the level of interest rates, Medium Term Financial Plan forecasts will be based on average rates for lending to banks and building societies continuing to be 0.35% for the following two years. However, these will be reviewed in the light of changes to the rate on offer to the Authority over the MTFP period.

Investments that are not part of Treasury Management

The revised Code requires the Authority to report on investments in financial assets and property that are not part of treasury management activity, but where those investments are made primarily to achieve a financial return. The Authority does not currently have a policy of making commercial investments outside of its treasury management activity, for both financial and legal reasons. Any capital investment made or held is for the purposes of delivering operational services and must be in accordance with National Park Purposes.

Performance

The primary aim of the Treasury Management Strategy is to maximise interest receipts over the long term, whilst achieving annual budgets, without taking any undue risk.



NPA/22/014

Dartmoor National Park Authority

4 March 2022

Bovey Tracey Neighbourhood Development Plan

Report of the Head of Forward Planning and Economy

Recommendation: That Members approve the making (adoption) of the Bovey Tracey Neighbourhood Development Plan

1 Introduction

- 1.1 Neighbourhood Development Plans are a community right introduced by the Localism Act 2011. They are the responsibility of Parish or Town Councils. Once 'made', or adopted, by the Local Planning Authority(s), they become a part of the Development Plan for the National Park and will be used alongside the Local Plan to decide planning applications in the area they relate to.
- 1.2 In order to comply with the Neighbourhood Planning (General) Regulations 2012 ('The Regulations'), the plan must be made by Teignbridge District Council and Dartmoor National Park Authorities as the relevant Local Planning Authorities within 8 weeks of a successful referendum result.

2 Background

- 2.1 This will be the second Neighbourhood Plan to be 'made' in the National Park. The members of the group who have volunteered their time in preparing the plan on behalf of the communities should be recognised for their dedication and congratulated for their achievement in completing the process.
- 2.2 Neighbourhood Plans will normally include development management policies or site related issues for their area. They must meet the following criteria:
 - They must generally conform with the strategic policies of the formally adopted Development Plan for the area; in this case this is the Dartmoor Local Plan and the Teignbridge Local Plan.
 - They must have regard to national policies and guidance (The National Planning Policy Framework, and National Planning Practice Guidance)
 - Contribute to achieving sustainable development; and,
 - Be compatible with European Union (EU) law and human rights obligations.

2.3 The Bovey Tracey Neighbourhood Plan has been undertaken by Bovey Tracey Council in accordance with the relevant legislation and regulations. It progressed as follows:

- 2017 - the Neighbourhood Area was designated
- Consultation on draft versions of the Plan between 2017 and 2020, and a consultation on the submission draft ending in September 2021.
- An independent examiner was appointed in accordance with Regulation 17. The examination was carried out between October and December 2021, and the examiner confirmed that, subject to minor modifications, the plan met the 'basic conditions' as set out in legislation, and was suitable to go forward to referendum
- The Authority and the District Council agreed with the Examiner's conclusion, and a referendum held on 3rd February 2022 achieved a turnout of 21% of local residents. Of these, 86% voted in favour of the plan.

2.4 Following a majority vote in a referendum to 'make' the plan, it becomes a statutory part of the Local Development Plan and is used alongside the Development Plan in determining planning applications within the Neighbourhood Area.

2.5 Regulation 18a of the Neighbourhood Planning (General) Regulations 2012 requires that a neighbourhood plan is 'made' by the Local Planning Authority no later than 8 weeks from the date of a successful referendum.

3 The Plan

3.1 The Plan states that "Neighbourhood planning allows this community to set out a positive vision of how it wants the Parish to develop in the coming years, to ensure it remains a pleasant and sustainable place to live and to work, and to protect its unique character and heritage". It goes on to set out that "neighbourhood planning:

- can play an important role in identifying the special qualities of an area and explaining how this should be reflected in development
- enables the Parish community to develop policies to ensure developers build the kind of housing the community has said it needs and wants (such as affordable housing or housing suitable for elderly residents)
- can include policies to influence the location, the appearance and the design of new buildings
- can protect, or propose the creation of, open spaces • enables the community to protect the things most valued in the Parish
- enables the local community to retain more of the money collected from future developers to spend on local infrastructure (e.g. the share the Town Council receives of the Community Infrastructure Levy increases from 15% to 25%)"

3.2 The Plan describes a vision for the parish, and includes a number of policies, which are consistent with the Strategic Policies of the Dartmoor Local Plan. Policies relevant to Dartmoor National Park include:

- BPNP Policy H3 – Provision of storage for bins and bicycles
- BPNP Policy H4 – Open space
- BPNP Policy H5 – Sustainable homes
- BPNP Policy LE1 – Protection and enhancement of landscape

- BPNP Policy LE2 – Tranquillity and dark skies
- BPNP Policy LE3 – Native hedgerows and Devon banks
- BPNP Policy LE4 – Priority habitats and species
- BPNP Policy LE5 – Wildlife-friendly development
- BPNP Policy LE6 – Lowland heath
- BPNP Policy LE8 – Protection of views
- BPNP Policy LE9 – Scheduled Monuments and other heritage assets
- BPNP Policy LE10 – Character areas
- BPNP Policy LE13 – Provision of green infrastructure
- BPNP Policy LE14 – Management and maintenance of green infrastructure
- BPNP Policy LE15 – Water courses and river banks
- BPNP Policy LE16 – Sustainable energy
- BPNP Policy LE17 – Protection of Special Areas of Conservation
- BPNP Policy T1 - Highway Safety and Environmental Impact
- BPNP Policy T2 – Traffic Constraint
- BPNP Policy T3 - Sustainable Travel
- BPNP Policy T5 - Parking general
- BPNP Policy T6 – Off-Street Parking
- BPNP Policy C1 – Provision of additional health care facilities
- BPNP Policy C2 – Provision of community facilities
- BPNP Policy B&E2 – No subdivision of existing buildings
- BPNP Policy B&E3 – Provision of start-up units
- BPNP Policy B&E4 – Internet speed and technology

3.3 In many instances policies are similar to or seeking the same objectives as policies within the adopted Dartmoor Local Plan.

4 Implications

4.1 The Plan meets the necessary ‘basic conditions’, including conformity with the Dartmoor Local Plan and with national policy. Officers have engaged with the Parish Council through the process, including as the Local Plan has been reviewed. There are minor omissions or inaccuracies in the Neighbourhood Plan and Examiners Report, such as not correctly identifying DNPA as Local Planning Authority and Minerals and Waste Planning Authority, but these are not substantive, and would not prejudice decision making.

4.2 Neighbourhood Plans come into force as part of the Development Plan immediately following a successful referendum. Therefore, the Bovey Tracey Neighbourhood Plan should now be used to decide planning applications. Once made, the Bovey Tracey Neighbourhood Development Plan will become part of the Development Plan and will be used to help decide planning applications in the Parish.

4.3 In order to comply with the relevant legislation, the Local Planning Authority must make a neighbourhood plan within the required timeframe following a successful referendum, unless a legal challenge has been brought in relation to the referendum or unless there are concerns about the compatibility of the neighbourhood plan with any EU or human rights legislation. In this instance there are no such concerns.

4.4 Failure to make the Neighbourhood Plan within the required timeframe could open the Authority to legal challenge.

5 Financial Implications

- 5.1 There are no direct financial implications to the Authority in agreeing the making of this Neighbourhood Development Plan.

DAN JANOTA

References:

Examiner's Report –

<https://www.teignbridge.gov.uk/media/9867/report-of-the-independent-examiner.pdf>

Referendum Version Neighbourhood Plan –

<https://www.teignbridge.gov.uk/media/9717/bovey-parish-neighbourhood-plan-2021-2033-submission-version-030621.pdf>



NPA/22/015

Dartmoor National Park Authority

4 March 2022

Government Response to the Landscapes Review

Report of the Chief Executive (National Park Officer)

Recommendation: **That Members:**

- (i) **note the Government's response to the Landscapes Review; and**
- (ii) **comment on the draft Authority response to the public consultation linked to the Government's response to the Landscapes Review, suggest any additional points that the Authority may wish to make in its response and delegate authority to the Chief Executive (National Park Officer) in consultation with the Chair of the Authority, to agree and submit the final response.**

1 Introduction

- 1.1 The Government published its formal response to the independent review of National Parks and Areas of Outstanding Natural Beauty (AONBs) on 15 January 2022. The Government's response combines a statement of how they will take forward some of the proposals in the Landscapes Review with a public consultation on proposed changes that would require primary legislation. The response can be accessed via:
<https://www.gov.uk/government/publications/landscapes-review-national-parks-and-aonbs-government-response/landscapes-review-national-parks-and-aonbs-government-response>

2 Background

- 2.1 The independent Landscapes Review was led by Julian Glover and reported in September 2019. The Authority considered the content of the report at its meeting held on 12 June 2020 (NPA/20/015). A copy of the terms of reference, interim letter submitted to the Secretary of State and final report can be accessed via:
<https://www.gov.uk/government/publications/designated-landscapes-national-parks-and-aonbs-2018-review>
- 2.2 The Review contained 27 detailed proposals covering five themes:

Landscape alive for nature and beauty – the Review states that the current system is not good enough when assessed against the decline in nature and that the natural beauty which led to their protection in the first place is being lost. Key

proposals included a new “commitment that puts natural beauty at its core to make all these places special”; a focus on recovering nature, all protected landscapes to be priorities for Environmental Land Management (ELM) and a new National Landscapes Service to bring together 44 “disparate bodies to deliver nature across boundaries, driving ambitious action and holding them to account for delivery”. Whilst the review recognises that the system of landscape protection has been “hampered by having little influence over the things which have done most harm to nature” there was little or no consideration of the powers and resources required to protect and ‘recover’ nature other than future ELM schemes.

Landscapes for everyone – the Review recognises that National Parks were meant for everybody but argues that too little is done to encourage first time visitors and ensure that the profile of visitors reflects modern society. The answers proposed by the Review included a stronger mission to connect all people with national landscapes; a night under the stars in a national landscape for every child (as proposed by National Parks England); a long-term programme to improve ethnic diversity; a National Landscapes Ranger Service, expanded volunteering, better information and signs and consideration of new access rights.

Living in landscapes – the Review identified the problems facing rural communities: lack of affordable housing, limited public transport, ageing population, ghost settlements etc. Their solution was a purpose to promote socio-economic well-being of local communities across all national landscapes; a new National Landscapes Housing Association and pilot approaches to sustainable transport.

More special places – the Review was asked whether the area of protected landscapes in England should be increased and they recommended that it should. Without being specific they argued for several larger AONBs to take on candidate national Park status and a new AONB (or national landscape). They also suggested that new forms of cooperative landscape improvement be explored.

New ways of working – the Review identified lack of coherence, limited ambition and too little collective working or challenge as key things holding back protected landscapes. There was scant recognition of the impact of a decade of deep cuts, lack of powers and tools to do the job nor of the policy direction (or lack of it) as set by Government. The proposed solution was a central National Landscapes Service, reformed governance and a new financial model that moves away from over-reliance on core grants towards more diverse, larger and more sustainable flows of funds. There was no business case for the proposed National Landscapes Service and no analysis of the ‘larger and more sustainable flow of funds’: sources, focus and impacts.

2.3 Whilst waiting for the formal Government response to the Landscapes Review the Authority has acted to embed the Review’s proposals where feasible and when we support. For example:

- We have reviewed the National Park Management Plan and the new Dartmoor Partnership Plan is ambitious in its vision to enhance the National Park – better for nature and better for people
- We have reviewed our outreach activity and Members approved a new Outreach and Engagement Strategy

- We have secured over £15m investment for Dartmoor (in partnership with others) which will help deliver the vision in the new Partnership Plan.
- We played an active role in developing the new Farming in Protected Landscapes Programme which we hope will become a blueprint for the way in which Environmental Land Management Schemes will operate in protected landscapes: integrated, farmer/land management engagement, dedicated funding, local priorities and support for advice and facilitation.
- We have submitted ideas to Defra on potential reform to our governance and are waiting for feedback/an opportunity to discuss these.

2.4 We have achieved this against a backdrop of continued real-term cuts to our core funding despite a clear recommendation in the Landscapes Review that our funding should be “secured in real-terms and sustained for at least five years” (p.22).

2.5 Where the Authority has not agreed with proposals or ideas we have sought to be factual and evidence based. For example, we did not support the concept of a centralised National Landscapes Service that was being discussed last year. This model could have effectively merged the 10 National Parks and 34 AONBs in England into one central quango running the risk of lack of local accountability, a standard approach that did not reflect the special qualities of each protected landscape and a weakening of local partnership working.

3 Government Response to the Landscapes Review

3.1 The Government Response is structure around four themes:

- A more coherent national network
- Nature and climate
- People and place
- Supporting local delivery

3.2 It also sets out a revised vision for protected landscapes:

“A coherent national network of beautiful, nature-rich spaces that all parts of society can easily access and enjoy. Protected landscapes will support thriving local communities and economies, improve our public health and wellbeing, drive forward nature recovery, and build our resilience to climate change” (page 3).

A more coherent national network

3.3 A central theme of the Landscapes Review was that the National Parks and AONBs in England needed to “work together in new ways to become more than the sum of the parts” (page 9). The Government response accepts this and proposes:

- Strengthened AONBs – new purposes (to mirror those of National Parks), a 15% increase in their funding for 2021/22 and a proposal to re-name them as ‘National Landscapes’.
- National Landscapes Partnership – a new organisation to build on the existing collaboration between National Parks England and the National Association for AONBs with roles for the National Trails and National Parks Partnerships. This partnership should:
 - Generate additional private sector income.

- Champion protected landscapes and run national campaigns.
- Develop strategic partnerships and programmes (especially with commercial partners).
- Share knowledge and expertise to build capacity.
- A new National Landscapes Strategy to be prepared by Defra.
- Natural England's role as the statutory adviser on England's landscapes will be reinvigorated.

Nature and Climate

3.4 The forthcoming Nature Recovery Green Paper will set out how the Government will achieve its goal to protect 30% of our land for nature by 2030. There is acknowledgement that protected landscapes have a key role to play in achieving this target but do not contribute towards 30 by 30 in their entirety. The key reforms include:

- A revised statutory purpose so that a core function of protected landscapes should be to drive nature recovery with specific reference to nature outcomes and biodiversity.
- By January 2023 new ambitious outcomes will be agreed for the role of protected landscapes in delivering on the Government's goals for nature recovery and climate, aligned with the revised 25 Year Environment Plan and interim environmental targets under the Environment Act 2021 and the Government's Net Zero Strategy
- Environmental Land Management (ELM) – the Landscapes Review proposed that protected landscapes should have a central role in the new ELM schemes. The Government response says they will learn from the new Farming in Protected Landscapes programme (FiPL) and consider a number of options.

People and place

3.5 The Landscapes Review was clear in advocating that protected landscapes needed to deliver for everyone in society and thus contribute to the health and wellbeing of the nation. The Government's response includes:

- A revised 'second purpose' that highlights the need to improve opportunities and remove barriers to access for all parts of society with clear reference to public health and wellbeing as an outcome.
- There is reference to "increasing the number of rangers engaging with people in protected landscapes" but no funding and no specific commitment
- No change to the duty to have regard to the socio-economic wellbeing of local communities: the Landscapes Review had recommended 'elevating' this to a new third purpose.
- Support for Lake District NPA and Cumbria County Council in their work on sustainable transport. Dartmoor expressed interest in a similar pilot with Devon County Council but this has not led to any commitment from the Government.
- A section on visitor management which proposes Fixed Penalty Notices for byelaw infringements; the ability to make Public Spaces Protection Orders and issue Traffic Regulation Orders to control the amount and type of traffic on roads.

- Reference to planning reform and the need for this to be different in protected landscapes.
- Questions about how the AONB teams can achieve better outcomes through the plan-making process.
- No support for the proposed National Landscapes Housing Association but a focus on exception sites and the new Affordable Homes Programme that Homes England have launched.

Supporting local delivery

3.6 This section of the Government's response focuses on governance and resources. The governance proposals include:

- Chairs appointed by the Secretary of State – to improve 'strategic alignment'.
- New performance standards and agreed expectations for board members supplemented by performance reviews, fixed-term appointments and a streamlined process for removing underperforming members.
- Reduced board sizes to simplify decision-making, boost efficiency and follow best practice governance.
- Improved diversity, skills and representation through merit-based approach to local nominations.
- Enhanced role for local partnerships in statutory management plans.
- Strengthening the legal duty on public bodies to have regard to National Park and AONB purposes.

3.7 The Landscapes Review proposed strengthened National Park Management Plans (or Partnership Plans). The Government are proposing a new outcomes framework (to be developed by Natural England) which will facilitate annual reporting to track progress.

3.8 The Government's response recognises that they are proposing an ambitious new vision for our protected landscapes and that the scale of the ambition must be matched by equivalent resource to ensure effective delivery. However, it goes on to state that there is limited scope to increase the core grant. The proposition is that the ambitious vision will be funded through private sector investment and commercial income. The proposed National Landscapes Partnership will have a key role in securing this income. Whilst there is reference to more rangers the Government is not providing any funding for such posts and the landscapes Review proposal for 1,000 new rangers is not referenced in the Government's response.

3.9 Finally, there is a proposal that National Park Authorities should be given a general power of competency which would broaden their legal powers and reduce legal risks associated with wider activities pertaining to affordable housing, public health, sustainable transport and working beyond our boundaries.

4 Initial Analysis and Dartmoor National Park Authority Response

4.1 Appendix 1 outlines an initial draft response to the public consultation questions. Member input and comment on the draft response is sought prior to formal submission. In the following analysis we have commented on the wider Government response and Members may want to echo some of this analysis in the Authority's formal response

- 4.2 The Government response is strong on ambition and vision but weak on the practical resources and tools to deliver this vision. It recognises the part National Parks can play in the ecological, climate and public health crisis; but is effectively silent on cultural heritage which is a key part of our first purpose and the British model of protected landscapes.
- 4.3 The proposed changes to National Park purposes are positive – especially the focus on ‘nature recovery’ and being proactive in terms of access by all parts of society. However, there is a potential, if not actual tension, between the aim of ‘recovering nature’ and being proactive in encouraging access. This tension can be managed but requires resources and tools – for example, promotion of the Countryside Code within schools and to the wider public. It is questionable as to whether revising the purposes will, in itself, lead to change. We share the ambition of doing more for nature and people but do not have the powers and resources to do this. On average each NPA gets the resources of a single secondary school from Defra. The reality we face is that we employ one full-time ecologist who has to support statutory services such as planning as well as working on nature conservation and recovery. Also, there is currently no wildlife specific legislation in National Parks and no specific measures to aid nature recovery (other than the Farming in Protected Landscapes programme).
- 4.4 There is a risk that the proposed changes to National Park purposes might mean that we lose the phrase ‘special qualities’. This is an important policy and planning tool. It provides an opportunity for each National Park to identify the qualities that make its landscape special and aiding local distinctiveness. The phrase is used in the major development test, cited in appeal decisions and is clearly relevant to work on landscape character and design.
- 4.5 The focus on private sector finance is not without risks: six years of practical experience by all 15 UK National Parks working in partnership demonstrates that there is not ready access to a ‘crock of gold’. Even if there is ready access to private finance does it risk the commercialisation and ‘Disneyfication’ of our National Parks? Will the private sector want to fund public benefits or focus on private gain? Will we end up competing with farmers, land managers and landowners as well as environmental and recreation NGOs (non-governmental organisations) for access to private finance? What has happened to the mantra of ‘public money for public benefit’ and the ethos of public service?
- 4.6 There is a threat through the new National Landscapes Strategy, an outcomes framework and the National Landscapes Partnership that we might see a ‘creeping centralisation’; however, these reforms may also prove effective in demonstrating the value of National Parks and, through this, secure additional investment.
- 4.7 The focus on new enforcement powers to ‘manage visitors’ is the wrong focus: much better to invest in resources to engage, influence and educate and, as a last resort to enforce. Key priorities should be resources to ensure that the Countryside Code is embedded within what is left of the National Curriculum (see above); that we are working to ensure every child has an opportunity for a ‘night under the stars in a protected landscape’; and that outdoor activities and understanding of the environment, are key parts of formal and informal education. There is considerable evidence to show that access to the countryside at an early age can alter lifestyles.

- 4.8 The Government's response is largely silent on land use planning, referring to the ongoing consideration of planning reforms. It is essential that the special role that protected landscapes hold within the planning system is sustained and enhanced. We welcome the recent recognition in the National Planning Policy Framework that development in the setting of protected landscapes should be sensitively located and designed to avoid or minimise adverse impacts. We would like to see further amendments to the NPPF, including
- Incorporating para 78 of the current Circular on National Parks into the NPPF so it is clear that Government recognises that National Parks are not suitable locations for unrestricted housing and does not therefore provide general housing targets for them.
 - Articulating the duty to have regard to (as amended) so it is clear that it is for other local planning authorities (i.e. not just National Park Authorities) to consider National Park purposes in reaching planning decisions and formulating planning policies.
- 4.9 The Landscapes Review called for a review of Permitted Development rights and made a clear point that permitted development rights for residential and business uses in deeply rural areas are frequently at odds with both local and national sustainability goals. In response the Government state that it will "continue to monitor the use of permitted development rights in protected landscapes..". It would be helpful to understand how the Government monitors the use of such rights given the lack of information at a local level. We would like to see a proper review with a focus on how such rights relate to promoting National Park purposes and not just continued monitoring
- 4.10 The Government's response is weak on the issue of affordable housing in National Parks. Whilst we did not support the proposed National Landscapes Housing association it is important that there is a clear and stable policy for the provision of affordable housing (to rent and buy) in National Parks. Affordable housing provision in perpetuity is essential, without it we lose the trust of landowners and communities and a lack of exception development sites. The 'threat' of 'right to buy' on exception sites meant that it stalled several sites as landowners awaited clarity, worried that they would release land at exception site value for the community, only for a homeowner to potentially 'cash in' at a later date. There needs to be clearer recognition that housing costs (building and living) and housing needs can be at their most extreme in National Parks. This should be reflected in Homes England funding and in additional powers – the potential to control second homes via change of use.
- 4.11 As the Government develops policy and guidance on Biodiversity Net Gain we would like to see greater clarity that National Parks are not appropriate places for large-scale development, and areas where the principle aim is conservation and nature recovery, but that they could or should be recipients of net gain where this cannot be delivered on site in neighbouring areas. We would like to see Net Gain extended to include consideration of visitor management in all its forms (new facilities, infrastructure, erosion and people management) associated with housing development within the hinterland of National Parks.

- 4.12 The proposed changes to National Park governance lack detail. It is not clear what ‘merit-based’ appointments to local nominations might mean in practice. Could this, and the proposal for fixed-term appointments, act against local democracy: a local councillor effectively barred from continuing as a National Park member after a fixed term despite being re-elected locally? The ability for the Secretary of State to appoint Chairs to National Park Authorities may aid ‘strategic alignment’ but also runs the risk of politicisation of National Parks and making us more like a government quango than a special purpose local authority.
- 4.13 The response effectively signals a ‘levelling up’ of the AONBs in terms of purposes and potentially resources. AONBs have, for too long, been the ‘Cinderella of the conservation world’ but it is important that any ‘levelling up’ is not to the detriment of National Parks nor a weakening of the National Park ‘brand’.
- 4.14 The Government’s response is weak in terms of the link between protected landscapes and the new Environmental Land Management (ELM) Schemes. The Landscapes Review set out a clear and compelling case for protected landscapes to have a central place within the new ELM schemes. ELM will be a key tool to deliver national park purposes, protected landscapes should be priority areas for ELM and the experience of the new Farming in Protected Landscapes programme should be used to shape a specific ELM offer for protected landscapes.

5 Views from the Dartmoor National Park Forum

- 5.1 The Dartmoor National Park Forum is open to all parish and town councils/meetings; includes representatives from all stakeholder groups (e.g. environmental and recreation NGOs), statutory bodies and constituent local authorities. The Forum met (in-person) on 17 February 2022 to discuss the Government’s Response to the Landscapes Review. The meeting was attended by over 40 persons. There was a facilitated roundtable discussion with key points recorded by Authority staff. The discussion focused on: changes to National Park purposes, governance, enforcement powers and funding. A summary of the discussion is provided in table 1.

Table 1: Summary of views from the Dartmoor National Park Forum

Proposed changes to National Park purposes
<ul style="list-style-type: none"> • Need to retain clear reference to cultural heritage – especially for Dartmoor given its wealth of cultural heritage • Concern about the potential for conflict between nature recovery and increased visitors – how will this be resourced and managed? • Support for a third purpose relating to economic and social well-being as long as it was in support of the first two purposes and subject to Sandford Principle • Need a clear statement of what the changes would mean in practice and the implications for Dartmoor National Park
Enforcement powers for National Park Authorities
<ul style="list-style-type: none"> • <i>Recognition that some people no matter how much you ‘engage’ with them will still need more of a stick than carrot. So having a clear final consequence to their actions was good</i> • <i>More support for the Rangers in educating and promoting the ‘Countryside Code’. Countryside Code should be in the National Curriculum and taught in schools.</i> • <i>On the spot fines – how will these work if you are unable to identify the individual?</i>

- *Risk that fines and Public Spaces Protection Orders could alter the role of Rangers – enforcement officers rather than staff to help and this would be a negative change*
- *Potential for designated areas for dog-walking and other activities – zoning to minimise conflict*
- *Potential long-term role for ‘National Park Marshalls’ – they provide additional support for rangers, engaged with people and provided advice which was normally acted upon and were funded in partnership*
- *Rangers could be seen as ‘cash cows’ for the Authority by some as they go round handing out fixed penalty notices for every last thing*
- *Enforcement is a role for the Police and not for Rangers*

How should National Park Authorities and National Parks be funded

- Concern about the focus on commercial income - sponsorships are time limited and not guaranteed for the future; commercial sponsorship could have underlying agenda that does not meet National Park purposes; who determines whether to accept an offer of sponsorship (the Government or an individual National Park Authority)? Potential for conflict with local businesses
- National Parks are designated for the nation and should be paid for by the nation.
- Need to be clear about the value of National Parks and the case for public funding
- Should be a public campaign to call for additional funding.
- If the Government is publishing a new ambitious vision then it should fund that vision
- Longer-term – road charging for visitors
- How easy will it be to generate income if we don't have many assets to do it from?
- Could we get a commercial contractor to operate our car parks and have extra facilities [café etc] to generate more income?
- Could we offer a season ticket/annual membership like the Forestry Commission do for parking etc.?
- Re-instate the railway to Princetown to bring more money in
- Set up a charitable trust to generate more income and benefit from the tax relief and other benefits charities do

Proposed changes to governance arrangements

- Concern that Chairs appointed by secretary of State might not be independent – they could be reluctant to ‘stand up’ to Government ministers, their agenda will be controlled centrally and could lead to political influence
- There should be local elections for the National Park Authority Chair either by Members or a wider electorate (residents of the National Park)
- Members limited to two terms of fixed length (e.g. four years)
- Poor performing members voted out by other members.
- Concern about ‘criteria based appointments’ – who sets the criteria and who judges
- National Park Authorities are not businesses and their governance model should not be based on a business
- Support more diversity in board members but also need to reflect diversity of local communities not impose
- Concerns about enhanced role for Natural England – they do not have a good track record of engagement with Dartmoor farmers
- Have representation from advisory bodies/ user groups [eg canoeing, rambles etc]
- All agreed strong local representation was essential as all National Parks are different with different needs

Key Messages

- Maintain core funding: central government ambition needs to be matched with resources
- Local accountability and decision-making is essential

- Socio-economic well-being should be a purpose and not just a duty
- Enforcement is a last resort, first resort is engagement and education

5.2 We have sought to incorporate many of the comments raised by Forum members in the draft Authority response. We have also encouraged all members of the Forum to submit their own response to the public consultation.

6 Financial implications

6.1 There was no robust analysis of the financial implications of the recommendations contained in the Landscapes Review. The Government's response sets out a bold and ambitious vision for protected landscapes but no new money for National Parks. We do not know our settlement for 2022/23 and beyond but if, as expected, it is flat cash then there is an ever increasing chasm between the rhetoric of the Government's vision and the reality of our resource base. It will be important to manage expectations.

7 Sustainability and Equality Impact

7.1 The Government's response has a clear focus on actively promoting opportunities for all parts of society to enjoy our National Parks but contains no detail on how this might be achieved. The response is weak on how National Parks can help lead the climate change agenda.

8 Conclusions

8.1 It is good that the Government has published its response to the Landscapes Review. The new vision for protected landscapes is to be welcomed, the revisions to National Park purposes could be helpful and it is helpful that the Government have recognised that there is an issue around visitor management. Nevertheless, there is lack of detail on many of the proposals which makes it difficult to comment or judge whether they might be positive or negative. A key conclusion is that the response is weak on reforms and resources that would provide the practical tools to do more to enhance our National Parks for both people and nature.

8.2 The public consultation poses a limited number of questions. Some important reforms, for example, the new National Landscape Partnership is not subject to the consultation.

8.3 Members are asked to comment on the draft response outlined at Appendix 1 and to identify additional items that the Authority may wish to raise in its response. Suggestions include, in no particular order:

- The gap between ambition and resources. At the very least we need to manage expectation as the reality is we face, at a local level, having to make further savings rather than investing in delivering the new vision
- Practical tools are more important than changes to National Park purposes
- Socio-economic well-being of local communities is an essential part of the English model of National Parks
- Recognise the need for an effective national champion for protected landscapes but concern about the potential for 'creeping centralisation' via the National Landscapes Partnership, Chairs appointed by Secretary of State etc.

- Focus on new enforcement powers to 'manage visitors' is the wrong focus: much better to invest in resources to engage, influence and educate and, as a last resort to enforce
- A central role in the new ELM schemes is essential if we are to sustain the National Park, enhance it for nature and people. ELM schemes will need to learn from the integrated model that FiPL is effectively 'piloting'
- AONBs should not be 'levelled up' at the expense of National Parks
- National Park funding formula needs to be amended to reflect ability to generate commercial income and reduce the gap between the highest and lowest funded National Parks
- Need more detail on many of the proposals (especially governance) before we are in a position to comment in detail.
- Lack of reference to cultural heritage

8.4 Following the Authority meeting officers will reflect on the comments made by Members and amend the draft response accordingly before seeking sign off from the Chair of the Authority and submitting to Defra in April.

KEVIN BISHOP

Government Response to the Landscapes Review: Consultation

Draft response by Dartmoor National Park Authority

NB The question numbers relate to the questions posed in the Government's consultation. We have chosen not to answer questions that relate solely to reforms for AONBs.

A stronger mission for nature recovery

6. Should a strengthened first purpose of protected landscapes follow the proposals set out in chapter 2?
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We welcome the acknowledgement that protected landscapes have “enormous potential to deliver environmental ambitions including the 25 Year Environment Plan goals, Environment Act 2021 forthcoming targets and reaching net zero” (p.9).

We support the proposal to amend the first purpose but are concerned that revised purposes will not alone achieve anything. Our practical experience is that the wording of the current purposes is not restricting our activity or our ambition: the reality is that lack of resources is the key constraint. As stated in our submission to the Landscapes Panel: “it is essential that National Park Authorities (NPAs) have the right tools and resources to do the job...We see this as a priority above any amendment to the statutory purposes.”¹

The Government's response is not clear on the proposed wording of a new first purpose. If the first purpose is to be changed then we would recommend words to the effect:

conserve and enhance the natural beauty, biodiversity, natural capital, cultural heritage and special qualities of the National Park

We would not include 'recover' as this should be a time limited action and relates more to resources and tools to do the job than to purposes. If we are serious about nature recovery and delivery of environmental ambitions then the Government needs to consider whether NPAs should have specific powers for encouraging more wildlife and better habitats including a review of the powers of other organisations with respect to wildlife and how they could be transferred / shared with NPA's. Powers should flow from the purposes. At present there is currently no wildlife specific legislation in National Parks and this needs to be addressed.

¹ Dartmoor National Park Authority (2018) Submission to the Government's Review of National Parks and Areas of Outstanding Natural Beauty.

It is important that the reference to “Special Qualities” is not lost in re-drafting the proposals (see below). These have become an important planning and management tool. They enable us to capture the *genius loci* or sense of place that makes each National Park special and to use these to shape local priorities to conserve, manage and enhance the special qualities.

7. Which other priorities should be reflected in a strengthened first purpose?

For us the essence of our National Park model is people, nature and culture together in a living, working landscape. This approach puts people at the heart of our efforts to manage the landscape. It is essential that natural beauty and cultural heritage are retained within any revisions to the first purpose.

Agricultural transition

8. Do you support any of the following options as we develop the role of protected landscapes in the new environmental land management schemes. Tick all that apply.

The Landscapes Review (Proposal 5) argued for a central place for national landscapes in the new environmental land management schemes. We fully support this recommendation and would like to see this reflected in the design of the new schemes.

Designing the environmental land management schemes in a way that works for all farmers and land managers, including the specific circumstances for those in protected landscapes, recognising that farmers in these areas are well-placed to deliver on our environmental priorities.

This option implies a universal scheme. It is important that ELM schemes can be tailored to meet the circumstances of each protected landscape. Farming in Protected Landscapes (FiPL) provides a potential model for this: it already combines national and local priorities with some flexibility for local decision-making and delegated budgets.

Using Local Nature Recovery Strategies (LNRS) to identify projects or habitats within protected landscapes.

This option:

- only provides for part delivery of the purposes of protected landscapes given that LNRS will focus on nature recovery;

- fails to build on the integrated approach of FiPL;
- does not address the proposals in the Landscapes Review for a 'central role in ELMS' based around facilitation and advice and role for Management Plans in setting local priorities.
- if LNRS are prepared at a county or unitary level it will mean a fragmented approach with many protected landscapes having to input into more than one LNRS
- a county or unitary basis for LNRS will not provide for easy engagement with land managers in their preparation – it will be too 'coarse a scale' for meaningful engagement.

Monitoring the effectiveness and uptake of the new environmental land management schemes in protected landscapes. Using this to inform whether further interventions are needed to ensure we are on track for wider nature recovery ambitions.

Monitoring is essential and it would be helpful if data sets can be cut to a protected landscape boundary. However, this is not an 'option' that on its own would deliver the proposal in the Landscapes Review. There are questions as to how the monitoring should be undertaken and by whom. Statistics on uptake are important but more important is the actual impact of schemes. For too long we have neglected the monitoring of existing agri-environment schemes. There appears to have been a blind assumption that management prescriptions will deliver the desired outcomes. This approach has not always worked (for upland areas). We would like to see an approach that empowers land managers, creates incentives for innovation and 'stretch targets' and involves land managers in monitoring with public sector or third party organisations providing quality assurance. This approach will require investment in facilitation and skills development but has the potential for long-term benefits and more cost effective delivery.

Creating a clear role for protected landscape organisations in the preparation of Local Nature Recovery Strategies. Our recent LNRS consultation specifically asks for views on the role of different organisations in the preparation of LNRSs, including protected landscapes.

We would like to see an option for protected landscapes to prepare their own LNRS (as a subset of a wider LNRS or as part of a 'nested approach'). This would be a flexible option i.e. not relevant to all protected landscapes. The advantage of this approach include:

- it ensures a focus on a protected landscape whilst maintaining links to the wider ecological hinterland;
- provides for continuity with National Park or AONB Management Plans;
- is a more meaningful scale for engagement with individual land managers/farmers/owners and wider community engagement
- provides for a more tailored approach relevant to the special qualities of each protected landscape.

However, this approach does not address the limited focus of LNRS (see above) and thus their ability to deliver National Park (or AONB) purposes

Building on FiPL, empowering protected landscapes to support decision-making and delivery against agreed priorities, including through dedicated project coordinators and advisers.

This option has the greatest potential to deliver schemes that work for each protected landscape. We see some key ingredients or a skeleton for this approach that includes:

- Delegated funding
- Resources for local advice and facilitation
- Role for National Park (and AONB) Management Plans in setting local and spatial priorities
- An integrated approach that combines environment (public benefits in their widest sense) with the farm business
- An environmental broker role for NPAs in blending public and private finance

9. Do you have any views or supporting evidence you would like to input as we develop the role of protected landscapes in the new environmental land management schemes?

Priority areas for ELM spend

Protected landscapes need to be priority areas for ELM in order to both manage the existing landscape and to enhance it – to achieve maximum potential. The National Parks alone have the potential to deliver 20% of the government's nature recovery target on 10% of the land, saving/sequestering an estimated 330,000 tonnes of CO₂ per year. Prioritising ELM spend in protected landscapes enables us to achieve this. This investment would be a step change in delivery of the 30 x 30 target.

The potential is not just limited to nature and climate. An ELM scheme that delivers access management and improvements will help open up our protected landscapes for more to enjoy in sustainable ways. It would also provide funding for heritage assets that are essential to the character and special qualities of our protected landscapes: approximately 20% of England's designated heritage assets are within National Parks.

Farming and forestry are significant sectors in the economy of protected landscapes. In the National Parks agriculture, forestry and fishing accounts for around 24% of all businesses and nearly 10% of total employment in the National Parks, around 13,500 Full Time Equivalent (FTE) jobs. Reduced funding will disproportionately impact on the economies of our protected landscapes (especially those in upland areas and with traditional forms of grazing). Basic Payment Scheme and agri-environment agreement payments equate to over 90% of farm business

income in Less Favoured Area grazing livestock farms and on average 70% for lowland grazing livestock.

Farming and forestry activities help manage the high quality environment that attracts visitors, supports the tourism and creative industries and delivers wider public benefits. The National Parks and surrounding areas attract 94 million visitors per annum, support a tourism economy worth £5bn per annum and employing circa 75,000 FTEs. ELM will be essential to management of this environmental and economic resource.

Farming and forestry are significant direct employers within protected landscapes (1 in 10 jobs with National Parks are within these sectors). Farming and forestry are important contributors to the socio-economic well-being of the local community and often at the heart of cultural traditions that contribute to the sense of place: for example the tradition and practice of commoning on Dartmoor.

As well as these direct contributions to the local community and economy, farmers and foresters are the primary managers of our protected landscapes.

The design of ELM – what can we learn from FiPL?

FiPL provides:

- an integrated approach that reflects the statutory purposes of our protected landscapes with four priority themes: nature, climate, people and place. It appears likely that ELM will only focus on two of these themes (nature and climate) which:
 - limits its potential to help manage and enhance our protected landscapes
 - reduces the scope to deliver value for money: rather than ‘stacking’ public benefits that can be achieved on a holding there will be an artificial limit
- embeds local advice and facilitation at the heart of the programme and thus plays to the strength of protected landscape teams in terms of their role as ‘place shapers and convenors’.
- revenue and capital funding.
- Local priority setting through AONB and National Park Management Plans

FiPL does not provide a sustained revenue income to replace the Basic Payment Scheme (BPS) and we know that without increased income many farmers in marginal areas will struggle to survive.

From a protected landscape perspective it is really important that ELM addresses the full suite of public benefits and does not just focus on ‘nature’ and ‘climate’. We should be seeking to deliver multiple environmental benefits from a parcel of land (ideally a whole farm approach) rather than a narrow focus on one or two.

As well as a focus on environmental benefits and public access ELM needs to link to farm productivity and wider rural development. FiPL starts to address this but not in a wholly integrated way.

A formal role for Protected Landscape Teams as project co-ordinators and advisers.

NPAs have considerable experience and skills in working with the farming and land management communities: relationships developed over decades. Relationships are important to delivery of outcomes. These relationships provide a potential firm foundation for ELM delivery. Using Defra parlance, we would like to see a local convenor role for protected landscapes as well as resources for advice and facilitation. The envisaged local convenor role for ELM has a close correlation to the work that many protected landscapes already do in terms of 1:1 advice and facilitation of clusters/landscape action; securing funding and identifying priorities.

Protected Landscape Deals/Delegation

The principles of a deal have been established in the context of levelling-up and governance of major cities. Delegation of ELM or an ELM 'deal' could extend this to rural areas.

It offers the potential to:

- Empower protected landscapes to deliver ELM, building on their track record of engaging with the farming/land management community and FiPL delivery
- Combine national priorities with local objectives and priorities – with the value of added of greater understanding and engagement
- Provide for private sector investment (e.g. opportunities to blend private and public money as is already happening on peatland restoration/catchment management) and in the future through Biodiversity Net Gain and investment in social capital (social impact bonds to reduce sickness absence through access to greenspace and co-ordinated volunteering activity)
- Deliver a focused approach cognisant of the status of protected landscapes but combined with a wider 'universal' offer
- An integrated approach that links environmental land management with business and wider rural development (i.e. meets some of the objectives of the National Food Strategy and the wider levelling-up agenda)
- Public involvement in nature and landscape recovery education, understanding and actual involvement in environmental land management
- Builds on the cluster and catchment-scale work already being led by many protected landscapes
- Delivers against 30 x 30 target at scale (see above)

This 'deal' or 'delegation' could operate for Landscape Recovery but ideally needs to combine Landscape Recovery and Local Nature Recovery elements of ELM with wider rural development.

A stronger mission for connecting people and places

11. Should a strengthened second purpose of protected landscapes follow the proposals set out in Chapter 3 to improve connections to all parts of society with our protected landscapes?

We are pleased that the Government have recognised that our National Parks are good for people – both physically and mentally. We would support the proposed revisions to the second purpose but it is essential that reference to the ‘special qualities’ is retained.

As per our comments on question 6. Amending National Park purposes per se will not improve connections to all parts of society. To achieve this will require necessary tools and resources and action by players other than NPAs. In our original submission to the Landscapes Panel we outlined a proposal for ‘Health Rangers’. These could be linked to each National Park or to a cluster of protected landscapes but operated through the new Integrated Care System. We would also like to explore the potential for Social Impact Bonds as a way of funding working to improve public health and well-being.

The focus on attracting new visitors and ensuring ‘equality of access’ is important but the Government’s response fails to address the problems with current access in terms of maintenance of the infrastructure and management of visitors (see below).

On Dartmoor alone there is an estimated maintenance backlog on public rights of way of circa £250,000 per annum compared to annual budget of £43,000. This backlog is being exacerbated by extreme weather occurrences as a result of climate change (e.g. sudden intense rainfall).

12. Are there other priorities that should be reflected in a strengthened second purpose?

Please refer to our comments about retaining reference to ‘special qualities’.

Managing visitor pressure

13. Do you support any of the following options to grant National Park Authorities and the Broads Authority greater enforcement powers to manage visitor pressures?

We welcome the fact that the Government’s response to the Landscapes Review recognises the pressures on National Parks in terms of visitor management and anti-social behaviour.

The response focuses narrowly on new enforcement powers. This is tackling the problem after it has occurred, more important is the need to tackle the problem at source: prevention is better than enforcement. We would like to see more effective promotion of the Countryside Code, incorporation of this in what remains of the National Curriculum, an active programme of providing opportunities for young people to visit our National Parks (the proposed night under the stars for every child) and resources for additional rangers to engage with users of our National Parks to help them enjoy the landscape and look after it.

Issue Fixed Penalty Notices for byelaw infringements – support

Make public spaces protection orders – we are not convinced that these are appropriate for National Parks. We would prefer a streamlined process for making and revising byelaws. Also, a strengthened Section 62 duty could assist in getting local authorities and the police to actively support measures to address anti-social behaviour in some National Parks.

Issue Traffic Regulation Orders (TROs) to control the amount and type of traffic on roads – we do not have the capacity to issue and administer TROs. It would be more effective for existing highway authorities to implement this via an enhanced duty to further National Park purposes rather than just have regard to National Park purposes.

14. Should we give National Park Authorities and the Broads Authority and local highway authorities additional powers to restrict recreational motor vehicle use on unsealed routes?

If this power is introduced for National Park Authorities it will require additional resources. It could be argued that an enhanced Section 62 duty on highway authorities might be a more effective way of dealing with issues where they exist.

Questions 14 - 17 Concerning powers for Traffic Regulation Orders

This is not a priority for Dartmoor National Park Authority. If this power is introduced for National Park Authorities it will require additional resources. Our preference would be an enhanced Section 62 duty on highway authorities and facilitate them using such powers with the Authority as a statutory consultee.

Local governance

21. Which of the following measures would you support to improve local governance?

DNPA have submitted ideas for a reduction in the size of the Authority and direct elections rather than Secretary of State parish appointees. We would welcome the opportunity to discuss these with Defra.

Improved training and materials – support

Streamlined process for removing underperforming members – there is no detail about how this would operate: who defines ‘underperforming’, is there an appeal process etc. Without this detail it is difficult to comment other than to say that we support the principle of addressing underperformance.

Greater use of advisory panels – we suggest that this is a matter for local determination.

Greater flexibility over the proportion of national, parish and local appointments – the current balance provides ‘national’ and ‘local’ representation. It is important this is retained. The current system also provides a system of ‘checks and balances’ - no one category of appointee is dominant - this leads to a more consensual and partnership based style of governance which, from our experience, works well for National Parks.

Merit-based criteria for local authority appointments – we do not understand how this would operate in practice: who sets the criteria and assesses whether the appointee meets the criteria? It could lead to tensions with democratic processes – an elected councillor being deemed inappropriate for appointment to an Authority when judged against set criteria. It would require resources to operate. Further information is needed before we can comment in detail on what might be proposed.

Reduced board size – we have proposed a potential reduction in the size of DNPA but with a clear caveat that the three categories of member are retained: national appointments by the Secretary of State, constituent authority appointments; and direct elections (funded by Defra) to replace the parish election and Secretary of State appointment process.

Secretary of State appointed chair – we do not support this proposal as it could lead to the politicisation of NPAs and confuses NPAs with QUANGOs – we are special purpose local authorities. It is more appropriate for Chairs to be appointed locally via election by the other Members of an Authority.

Clearer role for public bodies

22. Should statutory duties be strengthened so that they are given greater weight when exercising public function?

We assume this question pertains to Section 11A of the National Parks and Access to the Countryside Act 1949, as amended by Section 62 of the Environment Act 1995. The duty as currently worded is essentially negative and represents a minimalist approach:

- It requires a process but not a positive outcome (an organisation could have regard to National Park purposes but still determine to carry out an action detrimental to them); and
- It lacks the ambition inherent in the Government's 25 Year Environment Plan, namely, to enhance the environment.

We would support a legal duty on relevant bodies to 'further National Park purposes'. This would address the weaknesses highlighted above – is stronger, focused on adding value and delivering positive outcomes.

Consideration would also have to be given to the definition or list of relevant authorities. These have traditionally been public sector organisations but with the blurring of public/community/private boundaries (e.g. Local Enterprise Partnerships) it will be important for the Secretary of State to have the power to update the list of relevant authorities in terms of any amendments to Section 11A/Section 62.

23. Should statutory duties be made clearer with regards to the role of public bodies in preparing and implementing management plans? YES

Please see above. As well as a clearer requirement on relevant bodies to further National Park purposes we would like to see a duty to collaborate/co-operate in the preparation of National Park Management Plans. This could be modelled on the duty to co-operate between local planning authorities, county councils and other prescribed bodies for the purposes of the preparation of development plan documents that was introduced by Section 33a of the Localism Act 2011.

As with our comments under Question 22, there will need to be flexibility in the definition of organisations that this duty should apply to: it should not be limited to public bodies.

We would like to see a statutory requirement for management in the National Park to be in accordance with the National Park Management Plan as this would provide real weight to the Management Plan. This would provide a spatial expression to the legal obligation on relevant authorities to further National Park purposes (see above). The

intention is not to seek to control the precise management of individual parcels of land but to ensure that environmental land management schemes and management at a landscape scale is in accordance with the Management Plan and delivering the vision for the National Park developed through the Management Plan process. For example, applicants to the Government's new Environmental Land Management schemes would be required to demonstrate how their individual land management plans/applications/proposals contribute to deliver of the Management Plan vision. This is an approach already being used via Farming in Protected Landscapes.

This strengthening of the Management Plan will be important, as and when, private sector markets for natural capital are developed. It would provide a transparent framework for the management of the National Park and a mechanism to ensure that public interest inherent in National Park designation is managed alongside private payments for land management.

General power of competence

24. Should National Park Authorities and the Broads Authority have a general power of competence?

We would support a general power of competence for National Park Authorities and clear guidance from central government on what this might enable us to do. We do not see this new power as a panacea in terms of assisting us in generating significant commercial income.

Overall

25. If you have any further comments on any of the proposals in this document, please include them here.

This section is to be drafted following the Authority meeting.



NPA/22/016

Dartmoor National Park Authority

4 March 2022

Tree Preservation Orders, Section 211 Notifications (Works to Trees in Conservation Areas) and Hedgerow Removal Notices Determined Under Delegated Powers

Report of the Trees and Landscape Officer

Recommendation: **That the decisions be noted.**

TPO APPLICATIONS

Teignbridge

Ref: 21/0056 **12 Fullaford Park, Buckfastleigh** **SX 7326 6583**

Application to remove low branches from a lime oak and yew and reduce a beech tree. The works will have minimal impact on the health and appearance of the trees. Consent was granted subject to conditions:

1. Five working days' notice to be given to the Authority prior to the commencement of approved works.
2. All works are carried out in accordance with British Standard 3998:2010 Tree Work-Recommendations.

West Devon

Ref: 21/0059 **Glebe House, South Tawton** **SX 6537 9439**

Application to reduce a horse chestnut tree. The works are minor and will have minimal impact on the health or appearance of the tree. Consent was granted subject to conditions:

1. Five working days' notice to be given to the Authority prior to the commencement of approved works.
2. All works are carried out in accordance with British Standard 3998:2010 Tree Work-Recommendations.

Ref: 21/0060

12 Ottor Close, Yelverton

SX 5216 6810

Application to remove a low branch from ash tree. The branch is poorly attached the works will prevent branch failure. Consent was granted subject to conditions:

1. Five working days' notice to be given to the Authority prior to the commencement of approved works.
2. All works are carried out in accordance with British Standard 3998:2010 Tree Work-Recommendations.

SECTION 211 NOTICES

Teignbridge

Ref: 21/0055

Half Moon, Manaton

SX 7482 8126

Notification to fell three sycamore trees. The trees are in very poor condition with large basal cavities overhanging a children's play area.

A Tree Preservation Order has not been made.

Ref: 21/0057

15 Court Street, Manaton

SX 7522 8601

Notification to pollard a whitebeam. The works will prevent the tree damaging the adjacent building.

A Tree Preservation Order has not been made.

Ref: 21/0058

27 Fore Street, Buckfastleigh

SX 7015 8784

Notification to fell a eucalyptus tree. The works are necessary to prevent the tree damaging adjacent structures.

A Tree Preservation Order has not been made.

BRIAN BEASLEY