

# DARTMOOR NATIONAL PARK AUTHORITY

Friday 7 January 2022

Present: A Cooper, W Dracup, P Harper, G Hill, S Morgan, D Moyse,  
J Nutley, N Oakley, P Sanders, P Smerdon, P Vogel, P Woods,  
D Thomas J McInnes

Officers: K Bishop, Chief Executive (NPO)

Apologies: G Gribble, L Samuel, C Pannell, M Renders

The Chair welcomed new members of staff, Richard Drysdale, Director of Conservation and Communities and Su Layfield, Business Support Officer

## **3373 Declarations of Interest**

S Morgan, J Nutley and P Vogel declared an interest in Item 7 and will leave the room for this discussion.

## **3374 Minutes of the Authority meeting held on Friday 3 December 2021**

Save for an amendment on page 2 as detailed below, the minutes of the meeting held on Friday 3 December 2021 were agreed as a correct record.

*'He had attended the National Parks Partnership Board Meeting; the Management Plan was signed off.'*

Should instead read:

*'He had attended the National Parks Partnership Board Meeting.'*

## **3375 Chair's Report**

Nothing to report.

## **3376 Items requiring urgent attention**

None.

## **3377 Public Participation**

None.

S Morgan, J Nutley and P Vogel left the Meeting.

## **3378 Consultation Response: Teignbridge Local Plan**

Members received the report of the Head of Forward Planning and Economy (NPA/22/001).

The Head of Forward Planning and Economy advised Members that the Teignbridge Local Plan could be divided into three main areas:

- **Renewable Energy Strategy**

- Solar Energy - The proposed solar area is extensive and does not appear to have factored in the position of the National Park, although there is an additional SPD (similar to sensitivity study). Excerpts from the report: “strongly supported in principle within areas identified as having suitable solar resource” and that “development will be permitted where, on balance, the contribution towards renewable energy provision and climate change mitigation outweighs significant harm, which cannot be mitigated”. The Authority therefore objects to this policy as currently worded. Officers would offer to work with the District Council to identify alternative appropriate wording, potentially in conjunction with a review of the areas suitable for PV development (reviewing or refining the criteria used to identify these areas in order to better take into account the setting of the National Park).
- Wind Turbines – the areas for wind turbines are fewer and more focussed. Areas include NW of View Farm and SW of Staddon Farm – both of which officers object to, as well as W of Tedburn, Ducks Brook, and W of Downhouse Farm – objection is currently on hold subject to the receipt of further information.

- **Provision for Gypsies and Travellers**

A site has been identified at Higher Mead Farm, Ashburton. The site is around 5ha. No indication has been given of the number of units. Identification of this site would mirror the Authority’s concerns regarding residential site to east of the A38 which was objected to in the Part 2 Consultation. Concerns are that development would not form part of the town. It would be isolated from the town which would lead to unsustainable travel patterns inconsistent with the objectives of the plan.

- **Small residential development sites**

No objection would be raised with regards to an identified site, Strode Road, Buckfastleigh for the construction of 10-14 homes.

Response to the plan is due towards the end of January 2022. Members are asked to agree the principles of the response, which will be finalised in consultation with the Chief Executive (National Park Officer).

In response to a Member request regarding the acknowledgement of the cumulative impact of solar sites as well as wind turbines in certain areas, it was confirmed that this was included in the Landscape Sensitivity Impact Study. It was also acknowledged that there could be a potential wildlife threat which could endanger habitat regulations. Neither of these are currently included in the policy - to be proposed for inclusion.

In response to a Member asking for a more precise indication of where the solar panels would be sited in Buckfastleigh, the Head of Forward Planning and Economy advised that the location of these were to be to the east of the dual carriageway; the area is largely farmland, field-based solar farms would be constructed.

A Member noted that the wind turbines shown were all located in mid-Devon/Exeter and asked whether there were any planned further South. This was confirmed. However, as these would not have a direct impact on Dartmoor impact DNPA, they were not included in the Authority's response. It was agreed that the Net Zero policy needs to be factored into consideration of this policy by Members. It was noted that the landscape siting issue has been factored in in the NPPF and Members could, therefore, support the plan. Some of the sites are very close to the National Park boundary whereas others would have no impact on the National Park. A sequential approach would need to be taken going forward. The Authority needs to make it clear that it is not wholly anti the plans, rather, would support opportunities which have the least impact on the National Park. The Member suggested that, due to the climate emergency declaration, it could be necessary for the Authority to be more flexible in its stance towards wind turbines and their visibility from Dartmoor.

A Member asked that Teignbridge be required to consider the cumulative effect of the massive housing initiative currently underway and the effect of this on the National Park. The Head of Forward Planning and Economy reported that he was looking at setting up a working group to discuss issues at officer level (to be expanded to include Members in time).

A Member agreed that although the proposed gypsy and traveller site would not be near a settlement, the fact that the site is close to the A38 would fulfil the requirements of the potential inhabitants and was, therefore, disappointed that officers felt it necessary to object to the site. It was felt that this rare opportunity to find a site should be taken advantage of.

Members were advised that the site would be a permanent site rather than a site for transient inhabitants. In addition, it is the responsibility of the District Council to find a suitable alternative site and that the Authority should be consistent in its objections.

A Member suggested consideration be given to park and ride or park and cycle onto schemes for access to the moor, potentially in tandem with Teignbridge and South Hams District Councils. Members were advised that the Authority has a green transport strategy. This has been slightly side-lined by the Byelaws Review.

It was suggested that authority be delegated to the Head of Forward Planning and Economy, in consultation with the Chief Executive, (National Park Officer). It was also suggested that the Chair also be included in the consultation.

Mr McInnes proposed the recommendation, which was seconded by Mr Cooper.

**RESOLVED:** Members agree the principles of the response to the Teignbridge Local Plan consultation and delegated authority to the Head of Forward Planning and Economy in consultation with the Chief Executive (National Park Officer) and the Chair of the Authority, to submit a formal response.

S Morgan, J Nutley and P Vogel re-joined the Meeting.

### **3379 Moor Otters Arts Trail Evaluation**

Members received the report of the Head of Communications and Fundraising (NPA/22/002). Members were given a brief evaluation of the Moor Otters Arts Trail which took place in 2020/21.

The aims for the project were:

- Provide an arts-based free, visitor attraction
- Engage with new audiences particularly hard to reach groups
- Increase footfall to local businesses
- Engage with local schools
- Generate income to support conservation and access projects in the National Park, through sponsorship, donations and auction sales

Risks were evaluated and mitigations were put in place as part of the project plan but, unfortunately, the global pandemic was not foreseen.

Celebrated local artist Alan Cotton selected the final artists for the project and there were many submissions from community groups working with a range of young people / adults from hard-to-reach groups. This increased the range of people that the Authority worked with and will, hopefully, continue to work with.

As was done for the previous project, an external project manager was commissioned to develop the project. Having learned lessons from the previous project officers set some clear targets and areas of responsibility for him to deliver against. The project manager was able to secure some excellent in-kind support again for the project, ensuring costs were kept down.

A main sponsor for the project was secured, together with some smaller sponsors for individual otters. This was secured by officers.

Aware that the idea of "completion" of the trail was popular but led to lots of travelling around, four mini trails for people to do were developed, giving them something to 'complete' without the need to travel large distances. There was a competition for the most sustainable otter spotter to encourage people to leave the car at home and there was a mini trail in Plymouth as part of the Mayflower 400 celebrations, to engage with new audiences.

When lockdown was announced it was agreed, with the support of artists and host businesses, to postpone the trail and look at options for when the project could proceed. Businesses were offered a refund of their hosting fee due to them all having to close during lockdown.

At this point the project was added to the Authority's risk register as a financial risk due to a large amount of budget having been committed and no idea when the project would be able to proceed, or if the Authority would realise any income at the end of the project.

When the trail was re-launched in May 2021, the focus was on supporting the economic recovery. The project offered a free activity and focus for visitors and audiences with the aim of helping them discover new places to visit and return to.

The schools project was a key part of engaging with local communities. Despite the pandemic, officers were still able to work with nine local schools in 2021 and they found the project to be valuable, particularly for socialising pupils and improving mental health following lockdowns. We were delighted with the results of their outputs – the schools exhibition was very well received.

To ensure that the project maximised opportunities for engaging with all audiences a number of different channels were developed to do this, from face-to-face at visitor centres and the outreach vehicle, through to social media channels and a dedicated Facebook group. Again, learning from previous experience about how committed people were once they became otter spotters we wanted to ensure we created a sense of community.

This worked particularly well through the dedicated Facebook group. Tips were shared, people interacted with other otter spotters, particularly good for social isolation following the last lockdown and businesses were able to engage with their audiences.

It was also interesting to see through the Facebook comments that people had a much greater sense of the need to support the local businesses they were visiting as part of the economic recovery.

A live auction was held for the golden otters, with the remaining otters being auctioned on-line. The live auction was also broadcast live.

Unfortunately, the Authority not make as much money as the first project but, given the global economic downturn as a result of the pandemic and the fact that people did not have as much money at their disposal, officers were still very pleased with what was achieved as a net profit.

When the trail finished, two surveys were undertaken, one with host businesses and one with the Facebook group of 'otter spotters'.

The business survey results were fairly positive, given the situation they were in. Most saw an uplift in footfall although found it difficult to determine if that led to an increase in turnover. The survey from the public was very positive with 73% of them saying in a follow up question they had returned to Dartmoor since doing the trail.

Going forward, if a similar project were to be done again,

- suggest bringing the project management in-house which would give greater control and, even with the potential additional cost of staff time, still save on costs;
- The levels of digital engagement experienced leads to the need to consider developing an app to support the trail, simplifying both trail information and enabling bidding on the sculptures;

- It was suggested to have fewer sculptures and have all of them auctioned live with real time online bids at the same time.

In summary a calculated risk was taken when launching the trail as lockdown restrictions were easing; re-focussing to support the recovery and people re-connecting with the outdoors and each other worked really well and as it developed, it could be seen by the levels of engagement that this had paid off.

Members congratulated staff involved in this initiative. It was agreed that the in-house Communications team will improve the management of the plan each time it is rolled out. It was also acknowledged how the project had to change due to the Pandemic and the hard work in order to maintain engagement with local businesses. Members were concerned that momentum with the Facebook group be continued order to develop footfall to the website and share the key messages. Following a Member query, it was confirmed that the Authority still has contact details. It was also pointed out that this started as a fundraising initiative but morphed into more of a public engagement project. However, luckily, it was cost neutral overall.

A Member advised that as a volunteer at Ashburton, he saw many more tourists taking a comfort break between Cornwall and the M5 this last summer. There were several who had seen the advertising at the Mayflower event and decided to seek out the Otter Spotter project, therefore staying in the area longer as a result. Buckfastleigh was also of the same opinion.

A Member stated that it should be stipulated whether the initiative was a fund raiser or a public benefit. This last initiative was undoubtedly the latter.

A Member suggested that managing the project in-house may not be the best use of staff time, particularly in view of such a small team. This may have implications for a charitable trust.

It was acknowledged that there are many issues to weigh up before another project like this is launched. However, it was confirmed that officers have been very diligent in collecting data on public engagement which will enable the Authority to attract sponsorship and recognise opportunities. It is understood that the scope of the project changed dramatically; however, this was largely due to the pandemic. The team would be happy to work with members in order to ensure that staff are being used to their optimum possibility.

The Chair asked when officers might be looking to implement a new project. The Chief Executive suggested that a business plan should be ready to be submitted in March 2022.

Mr Cooper proposed the recommendation which was seconded by Mr McInnes.

**RESOLVED :** Members NOTED the content of the project summary, evaluation report and lessons learned from the project.

**3380 Tree Preservation Orders, Section 211 Notifications (Works to Trees in Conservation Areas) and Hedgerow Removal Notices Determined Under Delegated Powers**

Members received the report of the Trees and Landscape Officer (NPA/22/003)

**RESOLVED:** Members NOTED the content of the report.

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# **Auditor's Annual Report on** Dartmoor National Park Authority

**2020-21**

20 January 2022





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We are required under Section 20(1)(c) of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the National Audit Office (NAO) requires us to report to you our commentary relating to proper arrangements.

We report if significant matters have come to our attention. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.



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# 1. Executive summary

## Value for money arrangements and improvement recommendations

Under the National Audit Office (NAO) Code of Audit Practice ('the Code'), we are required to consider whether the Authority has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. The auditor is no longer required to give a binary qualified / unqualified VFM conclusion. Instead, auditors report in more detail on the Authority's overall arrangements, as well as key recommendations on any significant weaknesses in arrangements identified during the audit.

Auditors are required to report their commentary on the Authority's arrangements under specified criteria. As part of our work, we considered whether there were any risks of significant weakness in the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources. We have not identified any significant weaknesses but have considered risks in respect of:

- Financial sustainability
- Governance
- Improving economy, efficiency and effectiveness.

Criteria	Risk assessment	Findings
Financial sustainability	No risks of significant weakness identified	No significant weaknesses in arrangements identified. One improvement recommendation made.
Governance	No risks of significant weakness identified	No significant weaknesses in arrangements identified. Two improvement recommendations made.
Improving economy, efficiency and effectiveness	No risks of significant weakness identified	No significant weaknesses in arrangements identified.



### Financial sustainability

The Authority is operating in an increasingly uncertain financial environment. The Authority, as with all national parks and local authorities, will need to continue to plan with little certainty over funding in the medium term.

Despite this uncertainty, and the challenges posed by Covid-19, the Authority has taken appropriate action to secure its financial position.

Our work has not identified any significant weaknesses in arrangements to secure financial stability at the Authority. We identified an improvement recommendation for the Authority to identify a range of options to meet budget gaps in the Medium Term Financial Plan.

Further details can be seen on pages 7-9 of this report.



### Governance

Our work this year has focussed on developing a detailed understanding of the governance arrangements in place at the Authority and the changes instigated as a response to the pandemic.

Our work has not identified any significant weaknesses in arrangements. We have raised two improvement recommendations. The first recommends that the Authority's Audit and Governance Committee carry out a review of its effectiveness. The second makes recommendations for enhancements to the Authority's risk management arrangements.

Further details can be seen on pages 10-13 of this report.



### Improving economy, efficiency and effectiveness

The Authority has demonstrated a clear understanding of its role in securing economy, efficiency and effectiveness in its use of resources.

Our work has not identified any significant weaknesses in arrangements in relation to delivering economy efficiency and effectiveness.

Further details can be seen on pages 14-15 of this report.

### Overall summary

This is the first year of the new VFM audit code. The new VFM arrangements assessment asks auditors to look at potential areas of significant weakness. Based on our assessment of the Authority, we have not identified any significant weaknesses in the Authority's arrangements. This represents a good outcome for the Authority.

## 2. Statutory and key recommendations



The NAO Code of Audit Practice requires that where auditors identify significant weaknesses as part of their arrangements to secure value for money they should make recommendations setting out the actions that should be taken by the Authority. We have defined these recommendations as 'key recommendations'.

Our work has not identified any significant weaknesses in arrangements and therefore we have not made any key recommendations.

Appendix C outlines the Use of auditor's statutory powers. These powers include the use of written recommendations to the Authority under Section 24 (Schedule 7) of the Local Audit and Accountability Act 2014. A recommendation under schedule 7 requires the Authority to discuss and respond publicly to the report.

Our work has not identified any significant and persuasive weaknesses in arrangements and therefore we have not made any statutory recommendations or had to discharge any other wider powers under the Local Audit and Accountability Act 2014, for the 2020-21 audit year.



The range of recommendations that external auditors can make is explained at Appendix B.

# 3. Opinion on the financial statements



## Audit opinion on the financial statements

We issued an unqualified opinion on the financial statements on 1 November 2021.

## Audit Findings (ISA260) Report (AFR)

More detailed findings can be found in our AFR, which was published and reported to the Authority on 3 September 2021. We concluded that the other information published with the financial statements, including the Narrative Report and Annual Governance Statement, was consistent with our knowledge of the Authority and the financial statements we have audited.

## Preparation of the accounts

The Authority provided draft accounts in line with the national deadline and provided a good set of working papers to support it. Officers were available throughout the audit process to answer questions and provide additional information. This allowed for a smooth and efficient audit process to take place during June and July, in line with the agreed timetable. However, the audit opinion could not be issued until we had received assurances from other auditors in respect of the Authority's share of the pension fund and the operation of the payroll system.

## Issues arising from the accounts:

There were no significant issues arising from our audit of the financial statements, with the only a small number of amendments made for misclassification and disclosure changes.

## Whole of Government Accounts

To support the audit of the Whole of Government Accounts (WGA), we are required to complete the WGA Component Assurance Statement for the Authority under group audit instructions issued by the National Audit Office.

We are unable to complete our work in this area as the instructions and Assurance Statement have not yet been issued by the National Audit Office.

## Grant Thornton provides an independent opinion ensuring the accounts are:

- True and fair
- Prepared in accordance with relevant accounting standards
- Prepared in accordance with relevant UK legislation.





# 4. Commentary on the Authority's arrangements to secure economy, efficiency and effectiveness in its use of resources

All National Park Authorities are responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness from their resources. This includes taking properly informed decisions and managing key operational and financial risks so that they can deliver their objectives and safeguard public money. The Authority's responsibilities are set out at Appendix A.

National Park Authorities report on their arrangements, and the effectiveness of these arrangements as part of their annual governance statement.

Under the Local Audit and Accountability Act 2014, we are required to be satisfied whether the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

The National Audit Office's Auditor Guidance Note (AGN) 03, requires us to assess arrangements under three areas:



## Financial sustainability

Arrangements for ensuring the Authority can continue to deliver services. This includes planning resources to ensure adequate finances and maintain sustainable levels of spending over the medium term (3-5 years).



## Governance

Arrangements for ensuring that the Authority makes appropriate decisions in the right way. This includes arrangements for budget setting and management, risk management, and ensuring the Authority makes decisions based on appropriate information.



## Improving economy, efficiency and effectiveness

Arrangements for improving the way the Authority delivers its services. This includes arrangements for understanding costs and delivering efficiencies and improving outcomes for service users.



Our commentary on each of these three areas, as well as the impact of Covid-19, is set out on pages 7 to 17.

# 5. Financial sustainability



## We considered how the Authority:

- identifies all the significant financial pressures it is facing and builds these into its plans
- plans to bridge its funding gaps and identify achievable savings
- plans its finances to support the sustainable delivery of services in accordance with strategic and statutory priorities
- ensures its financial plan is consistent with other plans such as workforce, capital, investment and other operational planning
- identifies and manages risk to financial resilience, such as unplanned changes in demand and assumptions underlying its plans.

## Summary of the Authority's arrangements

Dartmoor National Park Authority has processes in place which detail the responsibilities of Authority members and senior management for planning and managing the Authority's finances. These are set out in the Authority's Financial Regulations. We have not identified any evidence of the Authority not complying with these processes.

Financial performance is monitored and routinely reported to the Audit and Governance Committee, with monthly management reporting also taking place through the Leadership Team.

These reports set out key financial information, such as actual and forecast performance against budget. These reports are sent out in advance of the meetings, which enables questions to be formulated for discussion and scrutiny and challenge to take place.

## 2020-21 revenue outturn

The Authority set a balanced budget for 2020-21 on 6 March 2020. The budget was prepared before the uncertainty of the Covid-19 pandemic was known.

The Covid-19 pandemic impacted upon the Authority's planned work programmes and core business activity, with some increased costs incurred. These were offset to some extent by savings and use of the Coronavirus Job Retention Scheme while visitor centres were closed. This meant that the Authority did not need to use reserves or to request any additional funding from Department for Environment, Food and Rural Affairs (DEFRA) to cover any shortfall in the year.

The final revenue outturn position was a surplus of £58k.

## 2021-22 Financial Planning and beyond

The Authority set a balanced budget for 2021-22 on 5 March 2021. This was achieved by the budget gap being met by the surplus achieved in 2020-21 and £55k from reserves.

The Authority's Medium Term Financial Plan (MTFP) is updated annually as part of the budget setting process. The current MTFP runs from 2021-22 to 2023-24.

The Authority has applied several key assumptions in developing its financial plans for 2021/22 to 2023/24. These include:

- salary inflation of 1% in 2021-22 and 2% per annum in 2022-23 and 2023-24
- non-wages inflation – only included after discussions with suppliers/providers
- flat cash national park grant per annum.

With the benefit of hindsight, the assumptions may appear to be optimistic in the context the Office for National Statistics (December 2021) reporting rises in inflation during 2021-22. However, the Authority has earmarked reserves totalling £563k for their Budget Management Fund to mitigate variations to assumptions made in the budget and MTFP.

# Financial sustainability

## Bridging Funding Gaps

The Authority's Medium Term Financial Plan runs from 2021-22 to 2023-24. This assumes a nil increase in National Park Grant (NPG) and as a result shows budget gaps of £86k in 2022-23 and £58k in 2023-24.

The Authority has not identified specific savings to bridge the funding gaps, but recognises that using its reserves for more than one year is not sustainable. It has set out the significant projects and programmes that may be at risk if core NPG funding is not increased and the Authority has to make savings in order to balance the budget.

Whilst the Authority has a good track record of delivering a balanced budget position each year, consideration should be given to identifying in advance a range of savings options and schemes which would be available to be implemented should they be required. These proposals should be included within the MTFP and annual budget. We have raised an Improvement Recommendation in this regard.

The MTFP also includes some basic scenario modelling over the impact of different levels of National Park Grant. There is scope to enhance the sensitivity analysis and scenario modelling arrangements.

The Authority has reasonably healthy reserves of £2.7m at 31 March 2021, which includes its general fund reserve of £0.5m. The MTFP forecasts that these could be reduced to £1.7m by the end of 2023-24 based on the current assumptions of nil increase to National Park Grant.

## Identifying and assessing financial risks

The Authority identifies key risks to their revenue position and how it is managing these risks to financial resilience. It has a number of contingency reserves to reduce the impact of uneven cash-flows or budgetary uncertainties.

Generally, we find the Authority too be well financially managed and there is a high level of understanding of its budgetary position and budgetary pressures. Risks are appropriately captured within the planning process.

## Farming in Protected Landscapes (FIPL)

Farming in Protected Landscapes is a three year DEFRA funded Programme (from 2021 to 2024) in all English National Parks, the Broads and Areas of Outstanding Natural Beauty (AONBs) to help farmers and other land managers adapt to changes in agricultural support. FIPL aims to support activity which benefits a number of areas including nature recovery, the impact of climate change, and provides opportunities for people to discover, enjoy and understand the landscape and its cultural heritage. FIPL funding is available for one-off projects covering a range of areas and is being managed by Dartmoor National Park Authority in its area.

In June 2021, the Authority was awarded £690k by DEFRA under the Farming in Protected Landscapes Programme to administer and manage the FIPL programme in the Authority's area. Nationally, FIPL funding of £52m is available across all England's Protected Landscapes. Given the three year duration of the programme, the Authority's allocation for 2021-22 was re-profiled to £343k, with the remaining balance being re-allocated across 2022-23 and 2023-24. We understand the funding received by the Authority will be offset by administrative costs and has a net neutral position.

## Summary from our audit review

Overall, we are satisfied the Authority has appropriate arrangements in place to ensure it manages risks to its financial sustainability. We have not identified any risks of serious weaknesses. We raised one improvement recommendation, as set out overleaf.

# Improvement recommendation



## Financial sustainability

Recommendation	Consideration should be given to identifying in advance a range of savings options and schemes which would be available to be implemented should they be required. These proposals should be included within the MTFP and annual budget.
Why/impact	The Authority is facing a budget gaps of £86k in 2022-23 and £58k in 2023-24. By identifying potential savings schemes at an early stage provides the Authority with a level of assurance that sufficient capacity is available to generate the savings in future years should they be needed. This approach also ensures the Authority is taking a proactive approach to managing savings required rather than a reactive approach requiring a range of one-off measures.
Auditor judgement	The Authority's Medium Term Financial Plan shows budget gaps of £86k for 2022-23 and £58k for 2023-24, based on the assumption made by the Authority on National Park Grant funding. Whilst the Authority has a good track record of delivering a balanced budget position each year, consideration should be given to identifying in advance a range of savings options and schemes which would be available to be implemented should they be required. These proposals should be included within the MTFP and annual budget.
Summary findings	<p>The Authority's MTFP does not currently include details of potential savings options and schemes which could potentially be implemented to bridge the savings gaps should they be required. Identifying potential savings options and schemes at an early stage will allow a more proactive approach to addressing the Authority's budget gap.</p> <p>Further detail is provided on page 7.</p>
Management comments	The Authority has an excellent history of financial management and at each budget setting we review areas of savings. The Authority also has a strong history of being able to find savings within the year and therefore do not feel currently the recommendation is relevant.

The range of recommendations that external auditors can make is explained at Appendix B.





# 6. Governance



## We considered how the Authority:

- monitors and assesses risk and gains assurance over the effective operation of internal controls, including arrangements to prevent and detect fraud
- approaches and carries out its annual budget setting process
- ensures effectiveness processes and systems are in place to ensure budgetary control
- ensures it makes properly informed decisions, supported by appropriate evidence and allowing for challenge and transparency
- monitors and ensures appropriate standards.

## Leadership and committee effectiveness

Appropriate leadership is in place at the Authority. The Authority operates through full Authority meetings as well as through the Audit and Governance Committee, Development Management Committee, Standards Sub-Committee and the Dartmoor Local Access Forum. The Audit and Governance Committee is the Committee which undertakes the role of Those Charged with Governance (TCWG) and demonstrates appropriate challenge of financial and non-financial information. The Committee contains a mix of elected and appointed members with financial and non-financial experience. We have noted and experienced the appropriate debate and challenge they provide at each meeting. We note that the Audit and Governance Committee does not currently undertake a self assessment each year which is considered best practice. We have raised an improvement recommendation in this regard.

Major decisions are made at Authority meetings, with issues arising from the Audit and Governance Committee and the Development Management Committee being reported to the full Authority for information. The Authority meets regularly, with eight meetings in 2020-21 and details of the decisions made are recorded in the approved minutes and available on-line.

## Policies, procedures and controls

As a public organisation, the Authority aims to maintain the highest standards of conduct and integrity. The Authority expects the highest standards of corporate behaviour and responsibility from all Authority members and all staff. The Authority has in place a range of policies and procedures designed to ensure compliance with legislative and regulatory standards, including Codes of Conduct for Members and Staff, a Local Code of Corporate Governance and HR policies and procedures.

The Authority has an established anti-fraud culture through its anti-fraud and corruption policy. Members' interests are recorded on an individual basis on the Authority's website.

During the course of our final accounts audit we noted that two key policy documents, including the Code of Conduct, had not been updated for some time. We raised a recommendation in our Audit Findings Report and therefore we have not repeated that here. However, we also noted another policy that was in need of reviewing and updating, see section below.

## Monitoring and assessing risk

The Strategic Risk Register is updated regularly and key strategic risks are reported through the Audit and Governance Committee. This is underpinned by a Risk Management Policy Statement, although this needs to be brought up to date as it refers to job titles that no longer exist at the Authority. The Risk Register sets out the control measures in place and RAG rates each risk, however it doesn't allocate each risk to a named senior officer. We have included an improvement recommendation in respect of these issues.

The Authority consider risks as part of their decision making role, including the annual budget setting process, major policy decisions and major projects. The Leadership Team review the corporate risks on a quarterly basis. The risk management approach and strategic risks are well understood across all levels of management at the Authority.

# Governance

## Internal control

Internal audit at the Authority is provided by Devon Audit Partnership, a shared service agreement between a number of the local authorities in Devon. Internal Audit agree an annual audit plan with the Head of Business Support and then presented the Plan to the Audit and Governance Committee for approval. The Committee use the work and findings of internal audit to consider the operation of key controls during the year which is used to draft the Annual Governance Statement. Internal Audit also issue an Annual Report summarising their work each year along with the Head of Internal Audit Opinion which provided Full Assurance for 2020-21.

## Budgetary Setting Process

The Authority has an established budget-setting process in place. The draft original 2020-21 budget was approved by the full Authority meeting in March 2020. There is a review of the budget to outturn by the Audit and Governance Committee in November for the position at 30 September and in February for the 31 December.

The Authority has in place a Medium Term Financial Plan which is updated each year as part of the annual budget setting process. In preparing the MTFP, the Authority incorporate some basic sensitivity analysis using worst case and most likely case projections for the core National Park Grant funding. This could be enhanced with further alternative options with details of how different budget gaps could be mitigated. The current MTFP sets out projections for a three year period 2021-22 to 2023-24 incorporating all information extant at that time to project both income and expenditure over the period of the Plan.

The level of routine review by the Audit and Governance Committee together with the Authority's track record of delivering a balanced year end outturn position confirm the effectiveness of the budget setting and monitoring processes in place.

## Budgetary control

There are good systems in place for oversight of the budget. Budget monitoring reports are provided to service teams on a monthly basis. Any matters arising are also then considered at Leadership Team (LT) meetings using standing agenda items and papers detailing the financial position. Adverse variances are discussed at LT and agreement on how to bring these variances back into line agreed.

Routine reporting takes place on months 6 and 9 to the Audit and Governance Committee ensuring members are aware of any overspends and how these are being managed.

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## Monitoring and ensuring appropriate standards

The annual governance statement is compliant with the CIPFA code. The Authority has adopted the CIPFA/SOLACE framework Delivering Good Governance in Local Government, with a Local Code of Corporate Governance in place. An appropriate level of care is taken to ensure the Authority's policies and procedures comply with all relevant codes and legislative frameworks.

## Conclusion

Overall, we found no evidence of significant weaknesses in the Authority's arrangements for ensuring that it makes informed decisions and properly manages its risks.



# Improvement recommendation



## Governance

**Recommendation** Introduce an annual self-assessment effectiveness review of the Audit and Governance Committee which is the Committee considered as Those Charged with Governance.

**Why/impact** To support robust governance arrangements it is best practice for key committees to carry out periodic self-assessment effectiveness reviews. The annual review process will help the Audit and Governance Committee identify potential areas for improvement and development without which its effectiveness may be impaired.

**Auditor judgement** The Authority's Audit and Governance Committee does not carry out an annual self-assessed effectiveness review. This review should be undertaken each year to support robust governance and continual improvement.

**Summary findings** The Audit and Governance Committee does not conduct an annual effectiveness self assessment review. Introducing an annual self assessment review will allow the Committee to consider its work during the year and identify potential areas for development and improvement increasing the Committee's effectiveness.

Further detail is provided on page 10.

**Management comments** The Authority will review this recommendation and consider undertaking.

The range of recommendations that external auditors can make is explained at Appendix B.



# Improvement recommendation



## Governance

Recommendation	<p>The Authority's risk management arrangements could be enhanced by taking the following actions:</p> <ul style="list-style-type: none"> <li>• The Risk Management Policy Statement should be reviewed periodically to ensure it remains up to date. The current version refers to job titles that no longer exist at the Authority.</li> <li>• Each risk in the Strategic Risk Register should be allocated to a named senior officer in line with good practice.</li> </ul>
Why/impact	<p>Key policies should be subject to periodic review to ensure that they remain current and valid.</p> <p>It is good practice for risks in the Strategic Risk Register to be allocated to named senior officer. This demonstrates senior manager taking ownership of risks impacting on their areas of responsibility and ensures there is clarity over who is responsible for the management and reporting of each risk.</p>
Auditor judgement	<p>The Risk Management Policy Statement sets out the Authority's risk management strategy and the roles and responsibilities of individuals and groups in its delivery. This is a key document that should be reviewed periodically and updated as necessary.</p> <p>The Strategic Risk Register doesn't allocate each risk to a named senior officer. This is good practice as it ensures that ownership is taken for the management and reporting of individual risks. We would normally expect the nominated officer to be a member of the Leadership Team for strategic risks</p>
Summary findings	<p>The Risk Management Policy Statement refers to job titles that no longer exist at the Authority, and appears to date from 2004-05.</p> <p>The Strategic Risk Register sets out the control measures in place and RAG rates each risk, however it doesn't allocate each risk to a named senior officer.</p> <p>Further detail is provided on page 10.</p>
Management comments	<p>The Authority will undertake this recommendation.</p>

The range of recommendations that external auditors can make is explained at Appendix B.



# 7. Improving economy, efficiency and effectiveness



## We considered how the Authority:

- uses financial and performance information to assess performance to identify areas for improvement
- evaluates the services it provides to assess performance and identify areas for improvement
- ensures it delivers its role within significant partnerships, engages with stakeholders, monitors performance against expectations and ensures action is taken where necessary to improve
- ensures that it commissions or procures services in accordance with relevant legislation, professional standards and internal policies, and assesses whether it is realising the expected benefits.

## Performance review, monitoring and assessment

The Authority's vision and priorities are set out in its Business Plan which is updated and presented to the Authority meeting annually. The current Business Plan is structured around six priorities, most of which relates to the overarching National Park Management Plan, which has recently been updated for 2021 to 2026 and renamed as the Partnership Plan. The key actions to deliver each priority area are set out along with target start and completion dates. The Business Plan also sets out whether the actions link to Carbon Neutral, the 25 year Environment Strategy and the Glover review.

Performance against these priorities and actions is monitored routinely by the Leadership Team. In year monitoring of progress and performance is also reported to and monitored by the Audit and Governance Committee.

The performance monitoring arrangements in place provide good information to members and management, whilst also supporting the overall objectives of the Authority and delivering its Business Plan.

The Authority has a performance indicator framework comprising of 37 indicators, these include:

- "State of the Park" indicators – some of which the Authority has little direct influence over, e.g. water courses with appropriate ecological status which comes from the Environment Agency
- national indicators – required by central government or agreed with other National Park Authorities
- Local indicators set by the Authority.

Performance against these indicators are reported to the Audit and Governance Committee. Many of the indicators reflect the impact of Covid on key areas of the Authority's work, with performance below target in areas such as income derived from sources other than NPG, number of visitors to Visitor Centres and number of volunteer days.

The percentage of planning applications dealt with in a timely manner was below the target performance for the year but the performance exceeded the target for the second half of the year, reflecting recent Planning and Enforcement officer appointments.

The Authority also participates annually in the National Park indicator set which is co-ordinated by the Yorkshire Dales National Park. All national parks input into this data set. These indicators form part of the main performance indicator framework of the Authority.

The Authority's Chief Executive is the lead Chief Executive for all national parks and acts as the lead representative and conduit for national park related discussions with DEFRA. This puts the Authority in a good position in terms of planning for key issues arising for the sector from government, for example, developments from the Glover Review.



# Improving economy, efficiency and effectiveness

## Partnership working and working with stakeholders

Partnership working is clearly established within the Authority's strategic framework documents, including the Authority's Management Plan and Business Plan and in the way the Authority operates on a day to day basis.

Partnership working is a key focus for the Authority for a number reasons, including:

- to help generate support funding, for example, through The National Lottery Heritage Fund to progress individual projects
- to encourage volunteering to support the work of the Authority and the various projects that the Authority is progressing
- to support the local community and business in which the Authority operates.

The proactive approach to partnership working is evident from the progress made in a number of key areas including:

- South West Peatland Project – the latest phase of this partnership scheme of peatland restoration was completed in March 2021
- Dartmoor Coronavirus Community Support Grant – this grant fund was set up seven days after the lockdown announcement to rapidly provide immediate grants to Dartmoor based voluntary and community groups.

- Making routes accessible – six “Miles without Styles” routes have been created, covering 20 miles. These are suitable for a wide range of users, included those in all-terrain powered mobility scooter and have been graded and checked working with Dartmoor Wheelchair Access Group.

Appropriate partnership arrangements and stakeholder engagement are clearly embedded within the Authority.

## Procurement

The Authority has procurement procedures within its Financial Regulations and a Sustainable Procurement Policy which sets out the approach to delivering effective procurement. This supports budget-holders who have responsibility for procurement decisions. Budget-holders are also supported by the Finance Team.

## Conclusion

Overall, we are satisfied the Authority has appropriate arrangements in place for ensuring economy, efficiency and effectiveness in its use of resources.



# 8. COVID-19 arrangements



Since March 2020 COVID-19 has had significant impact on the population as a whole and how local government services are delivered.

We have considered how the Authority's arrangements have adapted to respond to the new risks they are facing.

## Financial sustainability

The lockdown restrictions announced on 16 March 2020 resulted in the closure of the visitor economy for the Authority. While Covid-19 did have an impact on Dartmoor National Park Authority's 2020-21 revenue budget this was managed through in-year savings and use of the Coronavirus Job Retention Scheme. The Authority has few assets from which to generate significant sums of income and is therefore less exposed to loss of commercial income.

While the Authority lost income from visitor centres, car parking charges and the waiving of vending licence charges, these are offset to some extent by reduced costs in several areas including travel/transport, project delays and stock purchases. As a result, the Authority did not need to request additional funding from DEFRA.

A better than budgeted position was achieved for 2020-21 with an outturn surplus of £58k at the year end.

## Governance

As a result of the lockdown restrictions announced on 16 March, the Authority moved to ensure that all staff were able to work from home where possible (and where they were not, furloughed). This has continued throughout the pandemic, with no significant impact identified on productivity.

The Authority responded quickly to the pandemic. Following the introduction of regulations to hold formal meetings via remote attendance, committee meetings moved to video conferencing. Governance and oversight arrangements have continued to be in place.

Despite Covid-19 uncertainty, we found that internal controls continued to operate effectively, and the Authority has continued to pay its creditors in a timely manner.

The corporate risk register has also continued to be updated to ensure all risks are recorded appropriately, mitigated and monitored.

# COVID-19 arrangements

## Improving economy, efficiency and effectiveness

The Authority's 2020-21 Business Plan was approved prior to the start of the Covid-19 pandemic. Performance against the priorities and actions included in the Business Plan have continued to be monitored routinely by the Leadership Team and reported to the Audit and Governance Committee. Inevitably, with the impact of Covid-19, elements of the Business Plan have been impacted such the closure of visitor centres and travel restrictions/home working for staff.

Partnership working is clearly established within the Authority and in the way the Authority operates on a day to day basis with its partners. Whilst Covid-19 had a direct impact on the Authority's operations, including the closure of its main office and visitor centres, the Authority was still able to stay in touch with many of its partners although there were delays with some projects.

The Authority also fell behind with its plans to engage with people given the Covid-19 lockdowns and the restrictions which were imposed on people meeting during the year. The Authority revised its work programmes and resources with some projects, such as Moor Otters II, being rescheduled. The Authority also had to respond to the changing demands on resources as the park saw a large spike in visitor numbers in the summer of 2020.

Overall, whilst Covid-19 initially impacted on partnership working and the ability of projects to progress, the Authority has sought to identify workable solutions whilst meeting Government Covid-19 guidance.

## Conclusion

Our review has not identified any significant weaknesses in the Authority's VFM arrangements for responding to the Covid-19 pandemic.





# Appendices

# Appendix A - Responsibilities of the Authority



## Role of the Head of Business Support (Chief Finance Officer):

- Preparation of the statement of accounts
- Assessing the Authority's ability to continue to operate as a going concern

Public bodies spending taxpayers' money are accountable for their stewardship of the resources entrusted to them. They should account properly for their use of resources and manage themselves well so that the public can be confident.

Financial statements are the main way in which local public bodies account for how they use their resources. Local public bodies are required to prepare and publish financial statements setting out their financial performance for the year. To do this, bodies need to maintain proper accounting records and ensure they have effective systems of internal control.

All local public bodies are responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness from their resources. This includes taking properly informed decisions and managing key operational and financial risks so that they can deliver their objectives and safeguard public money. Local public bodies report on their arrangements, and the effectiveness with which the arrangements are operating, as part of their annual governance statement.

The Head of Business Support (Chief Finance Officer) is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Head of Business Support (Chief Finance Officer) determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Head of Business Support (Chief Finance Officer) or equivalent is required to prepare the financial statements in accordance with proper practices as set out in the CIPFA/LASAAC code of practice on local authority accounting in the United Kingdom. In preparing the financial statements, the Head of Business Support (Chief Finance Officer) is responsible for assessing the Authority's ability to continue as a going concern and use the going concern basis of accounting unless there is an intention by government that the services provided by the Authority will no longer be provided.

The Authority is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.



# Appendix B - An explanatory note on recommendations

A range of different recommendations can be raised by the Authority's auditors as follows:

Type of recommendation	Background	Raised within this report	Page reference
Statutory	Written recommendations to the Authority under Section 24 (Schedule 7) of the Local Audit and Accountability Act 2014. A recommendation under schedule 7 requires the Authority to discuss and respond publicly to the report.	No	N/A
Key	The NAO Code of Audit Practice requires that where auditors identify significant weaknesses as part of their arrangements to secure value for money they should make recommendations setting out the actions that should be taken by the Authority. We have defined these recommendations as 'key recommendations'.	No	N/A
Improvement	These recommendations, if implemented should improve the arrangements in place at the Authority, but are not a result of identifying significant weaknesses in the Authority's arrangements.	Yes, one recommendation has been raised on financial sustainability and two recommendations on governance.	9, 12 and 13



# Internal Audit Report

Dartmoor National Park  
Authority

Key Financial Systems Review  
2021 - 22

October – November 2021

**Official**

## **Devon Audit Partnership**

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Devon Audit Partnership has been formed under a joint committee arrangement comprising of Plymouth, Torbay, Devon, Mid-Devon, South Hams & West Devon, Torridge and North Devon councils and we aim to be recognised as a high quality public sector service provider.

We work with our partners by providing professional internal audit and assurance services that will assist them in meeting their challenges, managing their risks and achieving their goals. In carrying out our work we are required to comply with the Public Sector Internal Audit Standards (PSIAS) along with other best practice and professional standards.

The Partnership is committed to providing high quality, professional customer services to all; if you have any comments or suggestions on our service, processes or standards, the Head of Partnership would be pleased to receive them at [robert.hutchins@devon.gov.uk](mailto:robert.hutchins@devon.gov.uk).

## **Confidentiality and Disclosure Clause**

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This report is protectively marked in accordance with the National Protective Marking Scheme. Its contents are confidential and, whilst it is accepted that issues raised may well need to be discussed with other officers within the organisation, the report itself should only be copied/circulated/disclosed to anyone outside of the organisation in line with the organisation's disclosure policies.

This report is prepared for the organisation's use. We can take no responsibility to any third party for any reliance they might place upon it.

## 1 Introduction

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Section 151 of the Local Government Act 1972 requires that every local authority in England and Wales should "... make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". The Head of Business Support, as the responsible financial officer, has this statutory responsibility and must establish an appropriate control environment and effective internal controls for all financial activity and systems of the Dartmoor National Park Authority (DNPA).

An effective internal audit service reports on, and gives an objective opinion to management, on the effectiveness of the control environment and internal controls in managing the risks, including the financial risks, facing the Authority. This audit was undertaken as part of the annual plan agreed with the former Head of Business Support who left the Authority in September 2021. The review of the financial systems in operation throughout the Authority was undertaken during October and November 2021, just as the new Head of Business Support took up her position.

Due to Covid-19, we have had to adjust our audit delivery, resulting in this review being undertaken 'remotely' i.e. not physically attending the Authority Headquarters. Our opinions given in this report are therefore based on telephone and email discussions and remote evaluation of the systems and controls reviewed and the results of testing a restricted sample of transactions.

## 2 Audit Opinion

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**Substantial Assurance** - A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.

## 3 Executive Summary

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Dartmoor National Park Authority's Finance Department is made up of knowledgeable and competent staff managed by the Head of Business Support who, along with the Senior Finance Officer, have an extensive understanding of the financial administration of the Authority and are closely involved with its day to day running and continue to set high standards. The Head of Business Support left the Authority in September 2021 and her successor joined Dartmoor National Park during the audit review.

This audit review has confirmed that there are effective controls in place within the systems reviewed which mitigate key financial risks. This is much to the credit of the staff that work within the Finance Department at the Authority. It is pleasing to confirm that all areas reviewed have been awarded a 'substantial' level of assurance; This clearly displays and confirms the continued hard work and dedication that is input by all staff involved in the financial management of the Authority.

2021 has been a challenging and difficult year to date as a result of the COVID-19 worldwide pandemic and this has had a significant effect on all businesses and organisations who have had to adopt different styles and methods of working during this time. Dartmoor National Park Authority's Finance Staff have worked remotely during the pandemic which is acknowledged as having its own set of demands and challenges. In recent months the Authority has trialled a blended work programme whereby staff are working a mixture of at home and in the office. Discussions with staff have confirmed that this method has proved to be quite successful so far. This audit has confirmed that the Authority staff dealing with finance, admin and HR continue to do an exceptional job in challenging circumstances to ensure that the financial processes remain up to date, robust and well documented.

The detailed findings and recommendations regarding these issues and less important matters are described in the Appendices. Recommendations have been categorised to aid prioritisation. Definitions of the priority categories and the assurance opinion ratings are also given in the Appendices to this report.

#### 4 Assurance Opinion on Specific Sections

The following table summarises our assurance opinions on each of the areas covered during the audit. These combine to provide the overall assurance opinion at Section 2. Definitions of the assurance opinion ratings can be found in the Appendices.

Risks / Areas Covered		Level of Assurance
1	Purchasing arrangements and payments to creditors may not be secure or effective resulting in incorrect and / or unauthorised payments.	Substantial Assurance
2	Income due to the organisation may not be suitably controlled (Invoice raising, income collection and banking).	Substantial Assurance
3	The Payroll (Salaries and Wages) may not be suitably controlled resulting in incorrect and / or unauthorised payments being made.	Substantial Assurance
4	The Main Accounting System may not comply with accounting standards and may not accurately report the financial standing of the organisation	Substantial Assurance
5	Spend against the organisations budget may not be suitably controlled and reported, resulting in the risk of overspend	Substantial Assurance
6	Bank reconciliation procedures may not be effective and errors or discrepancies may not be promptly identified and addressed.	Substantial Assurance
7	Non-compliance with Treasury Management statutory requirements, regulations and best practice.	Substantial Assurance
8	Financial loss and undetected error or fraud	Substantial Assurance



The findings and recommendations in relation to each of these areas are discussed in the "Detailed Audit Observations and Action Plan" appendix. This appendix records the action plan agreed by management to enhance the internal control framework and mitigate identified risks where agreed.

## **5 Issues for the Annual Governance Statement**

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The evidence obtained in internal audit reviews can identify issues in respect of risk management, systems and controls that may be relevant to the Annual Governance Statement.

Based on the evidence we have found in this audit, there are no issues arising that would warrant inclusion in the Annual Governance Statement.

## **6 Scope and Objectives**

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### **Ordering and Payments:**

To ensure that purchasing is carried out in compliance with the Authority's financial regulations, Instructions for Procurement and also European procurement regulations (EU Procurement Directive) so that the Authority obtains the best value for money.

### **Income and Cash Collection:**

To confirm that income due to the organisation is suitably controlled (invoice raising, income collection and banking).

### **Payroll and Travel Expenditure:**

To confirm that Payroll and Travel Expenditure is suitably controlled resulting in correct and / or authorised payments being made

### **Main Accounting System:**

To ensure that the Main Accounting System is operated in accordance with the organisation's Financial Regulations so that the Authority's financial position is accurately reported.

### **Bank reconciliation:**

To ensure that bank reconciliation procedures are carried out efficiently and effectively to safeguard the Authority's financial balances.

### **Inventories / Disposals:**

To ensure that there are reasonable procedures to record, monitor and safeguard assets owned by the Authority.

### **Investments:**

To review and ensure that regulatory requirements, performance targets and best practice expectations are met. To ensure controls are in place to prevent financial loss as a result of error or fraud.

## **7 Inherent Limitations**

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

## **8 Acknowledgements**

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We would like to express our thanks and appreciation to all those who provided support and assistance during the course of this audit.

**Robert Hutchins**  
**Head of Partnership**

**Detailed Audit Observations and Action Plan**

1. <b>Area Covered:</b> Purchasing arrangements and payments to creditors may not be secure or effective resulting in incorrect and / or unauthorised payments.	<b>Level of Assurance</b>
<p><b>Opinion Statement:</b></p> <p>Walkthrough discussions and testing in this area has confirmed that the Authority continues to maintain a high standard of controls to enable effective purchasing of supplies and services; This is much to the credit of the Finance Staff involved in this area and in particular in light of the ongoing Covid pandemic which has affected working practises across the Authority. Comprehensive guidance and policies are in place which clearly detail the appropriate procedures and delegated spending limits.</p> <p>Access to processing invoices is mainly restricted to the Authority Finance Staff, and there is an adequate segregation of duties built into the accounting system for raising, processing and authorisation of creditor invoices. Testing confirmed that orders are raised wherever possible, due to a 'no purchase order, no payment' philosophy, which allows for the correct authorisation processes as well as for more accurate budget monitoring.</p> <p>In the sample of creditor payments reviewed, it was possible to confirm that the Authority correctly follows the quotation and / or tendering requirements as detailed in the Authority's Procurement Procedures.</p> <p>A sample of creditor payments, including purchases made by credit card, were also found to be subject to the appropriate levels of checking and authorisation. All of the creditor invoices which were reviewed have also been correctly coded in the accounting system.</p>	<p><b>Substantial Assurance</b></p>
<p>No observations and recommendations recorded.</p>	

<p><b>2. Area Covered:</b> Income due to the organisation may not be suitably controlled (Invoice raising, income collection and banking).</p>	<p><b>Level of Assurance</b></p>
<p><b>Opinion Statement:</b></p> <p>Debtor income continues to be very well managed by the Authority due to there being comprehensive controls and procedures in place in order to ensure that all income is collected efficiently, reconciled accurately and banked in a timely manner. Income is received through the National Park Visitor Centres and also through planning charges and car parking income. Covid has impacted the cash collection processes. G4S collections no longer take place and so far, year to date, there has only been Parke banking which has consisted of cheques. The other centres income is collected via card payments. Substantial assurance continues to be awarded in this area due to the effective systems in place.</p> <p>A review of the aged debtor report at the time of the audit confirmed that aged debt is very minimal and there was actually no long term debt that needed to be chased. This is much to the credit of the Authority Finance staff who clearly are pro-actively monitoring and managing this area.</p>	<p><b>Substantial Assurance</b></p>
<p>No observations and recommendations recorded.</p>	

<b>3. Area Covered:</b> The Payroll (Salaries and Wages) may not be suitably controlled resulting in incorrect and / or unauthorised payments being made.		<b>Level of Assurance</b>	
<b>Opinion Statement:</b> Dartmoor National Park continues to use Devon County Council's HR One to administer its payroll whilst the Authority's HR team continue to monitor payroll errors through use of an 'error log'. In the current financial year this has identified a minimal number of errors processed by either the County Council or Dartmoor National Park. Furthermore, HR One provides the Authority with a variance report on a monthly basis and this assists Authority HR staff in identifying any payroll variances. Discussions and walkthrough testing has confirmed that the payroll procedures continue to be very well managed and demonstrated in this area which is much to the credit of the Authority HR and Finance Staff involved, especially given the numerous staff changes within the organisation over the last 12 months which has placed additional pressures on the HR Team.  Testing of procedures in relation to staff starters and leavers, additional hours and staff absence have confirmed that staff are paid accurately and in a timely manner and it is pleasing to note that recommendations in relation to evidencing right to work in the UK that were made in last year's audit review have been successfully implemented this year. The risk of ghost employees or staff being paid incorrectly is therefore minimal due to the sound control framework in place for payroll. Testing of staff leavers highlighted an omission of a staff leaver form being actioned. Further discussion with the Head of Organisational Development confirmed that this was not an isolated case. However, it is understood that the monthly paycheck procedure would pick up the errors. The audit review occurred before the paycheck took place hence the omissions not having been identified at that point.  A selection of staff absences, which took place in the 2021 financial year to date, were reviewed and it is pleasing to note that comprehensive procedures were seen to be in place and fully evidenced as having been followed.		<b>Substantial Assurance</b>	
<b>No.</b>	<b>Observation and implications</b>		
3.1	Testing of a selection of staff leavers highlighted that one leavers form had not been processed. Discussions with the Head of Organisational Development highlighted that another staff leavers form had also not been processed but had not been selected for review. It is understood that the monthly pay checking process would have picked up these anomalies; the checking process was due to take place soon after the audit took place hence the omissions not having been picked up at that time.		
	<b>Recommendation</b>	<b>Priority</b>	<b>Management response and action plan including responsible officer</b>
3.1.1	The Authority must ensure that all personnel / payroll forms are processed accurately and in a timely manner. The monthly paycheck process should ensure that any anomalies / omissions will be identified and allow for appropriate action to be taken.	Medium	Agree with the recommendation. Procedures have been reviewed to ensure leavers forms are processed promptly. For the record, our investigation confirmed that two leavers forms were not processed in October 2021. All other leavers forms in 2021/22 had been processed correctly.

<b>4. Area Covered:</b> The Main Accounting System may not comply with accounting standards and may not accurately report the financial standing of the organisation	<b>Level of Assurance</b>
<p><b>Opinion Statement:</b></p> <p>Dartmoor National Park Authority continues to use 'FINEST' as its main accounting system. This system is supported by the 'FINEST' team at Devon County Council who maintain it as well as acting as system administrators. The established system controls ensure compliance with accounting standards and also provide a well-documented audit trail.</p> <p>Comprehensive control procedures are in place whereby appropriate officers have access to the system and suitable restrictions are in place to prevent unauthorised use. 'FINEST' users are reviewed regularly by the Finance Team and testing confirmed that the records held by the Local Authority 'FINEST' staff agree to the up to date user records held Dartmoor National Park Authority with the exception of a handful of staff who are in the process of being removed from the list of users due to having recently left the Authority. Substantial assurance therefore continues to be awarded in this area as all aspects of the main accounting system reviewed are working well and comprehensive controls remain in place, this is much to the credit of the staff involved.</p>	<b>Substantial Assurance</b>
No observations and recommendations recorded.	

<b>5. Area Covered:</b> Spend against the organisations budget may not be suitably controlled and reported, resulting in the risk of overspend	<b>Level of Assurance</b>
<p><b>Opinion Statement:</b></p> <p>The Authority's financial regulations require income and expenditure budget monitoring information to be regularly reported to Authority Members throughout the financial year. Furthermore, the Head of Business Support provides regular budget monitoring information to the Authority's Leadership Team and to budget holders. A review of the financial information provided at all levels confirmed that comprehensive data and clear, supporting narrative is provided in order to allow for accurate budget monitoring to take place at all levels.</p> <p>There is clear evidence that the annual budget approved by Authority Members is uploaded to the financial system. This, in turn, is closely monitored by the Head of Business Support with procedures in place to ensure that expenditure is controlled within agreed limits at all levels across the Authority. All of these factors enable a substantial level of assurance to be awarded in this area.</p>	<b>Substantial Assurance</b>
No observations and recommendations recorded.	

<b>6. Area Covered:</b> Bank reconciliation procedures may not be effective and errors or discrepancies may not be promptly identified and addressed.	<b>Level of Assurance</b>
<p><b>Opinion Statement:</b></p> <p>Bank reconciliations are carried out effectively and efficiently for all of the Authority's bank accounts and this was confirmed by a review of all five of the Authority's accounts. It is understood that reconciliations continue to be a little behind in recent months due to the impact of staff working remotely because of the impact of the COVID situation as well as the impact of staff changes within the Finance Team however, it is pleasing to note that the Senior Finance Officer continues to put a considerable amount of effort to ensure that all of the reconciliations are as up to date as possible.</p>	<b>Substantial Assurance</b>
No observations and recommendations recorded.	

<b>7. Area Covered:</b> Non-compliance with Treasury Management statutory requirements, regulations and best practice.	<b>Level of Assurance</b>
<p><b>Opinion Statement:</b></p> <p>The control framework in relation to the Authority's treasury management remains well managed and comprehensive which is much to the credit of the Authority staff involved. Substantial assurance continues to be awarded in this area as all statutory requirements and regulations are being followed and fully met. The relevant policies and financial frameworks are in place and the procedures in relation to investments are considered to be sound. An Investment Strategy, Policy, Financial Regulations and Scheme of Delegation are all in place and are kept to date. Furthermore, there is clear evidence of financial reporting to the Authority Leadership Team, the Audit and Governance Committee and the Authority Members. With the ongoing COVID-19 situation, the Audit and Governance Committee has met less than normal. A decision was made that the most urgent business could be taken to meetings of the Full Authority rather than trying to accommodate multiple meetings; this was considered to be more efficient and effective for Members and staff whilst also keeping the public informed.</p>	<b>Substantial Assurance</b>
No observations and recommendations recorded.	

8. Area Covered: Financial loss and undetected error or fraud	Level of Assurance
<p><b>Opinion Statement:</b></p> <p>Comprehensive evidence exists to confirm that cash flow and treasury management performance monitoring regularly takes place at both authority and leadership team level. Transactions can only be made through the Authority's official bank accounts, as well as there being regular reconciliations and independent verification of the investment of funds. Therefore, the controls in this area were found to remain comprehensive and suitably mitigate the risks hence substantial assurance being awarded.</p>	<p><b>Substantial Assurance</b></p>
<p>No observations and recommendations recorded.</p>	



## Definitions of Audit Assurance Opinion Levels

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

## Definition of Recommendation Priority

Priority	Definitions
High	A significant finding. A key control is absent or is being compromised; if not acted upon this could result in high exposure to risk. Failure to address could result in internal or external responsibilities and obligations not being met.
Medium	Control arrangements not operating as required resulting in a moderate exposure to risk. This could result in minor disruption of service, undetected errors or inefficiencies in service provision. Important recommendations made to improve internal control arrangements and manage identified risks.
Low	Low risk issues, minor system compliance concerns or process inefficiencies where benefit would be gained from improving arrangements. Management should review, make changes if considered necessary or formally agree to accept the risks. These issues may be dealt with outside of the formal report during the course of the audit.
Opportunity	A recommendation to drive operational improvement which may enable efficiency savings to be realised, capacity to be created, support opportunity for commercialisation / income generation or improve customer experience. These recommendations do not feed into the assurance control environment.

## Confidentiality under the National Protective Marking Scheme

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<b>Marking</b>	<b>Definitions</b>
Official	The majority of information that is created or processed by the public sector. This includes routine business operations and services, some of which could have damaging consequences if lost, stolen or published in the media, but are not subject to a heightened threat profile.
Official: Sensitive	A limited subset of OFFICIAL information could have more damaging consequences if it were lost, stolen or published in the media. This subset of information should still be managed within the 'OFFICIAL' classification tier, but may attract additional measures to reinforce the 'need to know'. In such cases where there is a clear and justifiable requirement to reinforce the 'need to know', assets should be conspicuously marked: 'OFFICIAL–SENSITIVE'. All documents marked OFFICIAL: SENSITIVE must be handled appropriately and with extra care, to ensure the information is not accessed by unauthorised people.



NPA/22/004

## Dartmoor National Park Authority

4 February 2022

# Body Worn Cameras

Report of the Head of Organisational Development

Recommendation: **That Members:**

- (i) **Approve the introduction of body worn cameras for use by Authority staff (focused on the Ranger Team) for a trial period of time; and**
- (ii) **Subject to the approval sought above agree the policy and guidance detailed in Appendix 1 and note that a further policy on Enforcement will be brought to a meeting of the Authority for discussion and approval.**

## 1 Background

1.1 The statutory purposes of National Parks are:

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

1.2 There are an estimated 2.4 million visitors per annum to Dartmoor National Park and, in line, with the Government's Response to the Landscapes Review we are keen to work with our partners to ensure that the National Park is accessible to all parts of society but need to achieve this in ways which protect the natural beauty, wildlife and cultural heritage of the National Park; supports its local communities; and ensure that the National Park remains a special landscape for future generations to enjoy.

1.3 The Authority's Ranger team play an important role in helping people to access, look after and use Dartmoor. They achieve this by engaging with visitors and working with local communities.

1.4 In recent years our Rangers have observed an increase in anti-social and hostile behaviour by some people. This is a very small proportion of the many people who do enjoy Dartmoor but the verbal abuse of our staff appears to be increasing and, in addition, we have had Rangers who have been 'flashed' at, threatened with a mallet

and chased. These incidents are, thankfully, rare but even one such incident is unacceptable. The Authority, like all employers, has a duty to protect the health, safety and welfare of its employees.

- 1.5 It is against this background that we have been considering introducing body worn cameras for our Rangers: not to wear all the time, but as an additional tool for them to use within set guidelines (see Appendix 1). Partner organisations who have introduced body worn cameras have noticed a change in the behaviour of the public to their staff when those staff are wearing the cameras and, in particular, when the staff notify the member of the public that they are recording the conversation. For example, the Lake District National Park Authority reported that the introduction of body worn cameras for the rangers patrolling the lakes has helped address verbal abuse and engendered greater respect.
- 1.6 The primary aim of the proposed pilot is to assess whether body worn cameras will help address incidents of verbal and physical abuse and a secondary aim is to assess their usefulness in situations where we need to enforce existing laws through legal action.
- 1.7 The proposal to introduce body worn cameras, for a pilot or trial period, will not change the role of our Rangers: their primary role is to engage with the public, help people enjoy the National Park and look after it. If engagement and 'education' do not work, then the Rangers do have a role in enforcing existing byelaws and body worn cameras could assist in this process by providing clear evidence.

## **2 Health and Safety of Staff**

- 2.1 As noted above, all employers have a duty to protect the health, safety and welfare of their employees and other people who might be affected by their business. Employers must do whatever is reasonably practicable to achieve this.
- 2.2 The Authority's Health and Safety Policy states our intention to demonstrate an ongoing and determined commitment to improving health and safety at work throughout our organisation.
- 2.3 We have effective policies and procedures in place. For example, we have a lone working policy applicable to all staff and our Rangers are equipped with GPS tracking devices to provide accurate location data and enable users to request help. We also have detailed risk assessments for our Rangers and other staff.
- 2.4 Our Rangers are professional staff, receive regular training (including on conflict management) and have more than 100 years of combined experience of patrolling the National Park.
- 2.5 Other measures to support the team include double staffing some patrols, joint patrols with the Police, working in partnership through the Dartmoor Rural Crime Initiative and using the Devon and Cornwall Police Community Safety Accreditation Scheme to take action where appropriate.
- 2.6 We are recommending the introduction of body worn cameras for a trial period to: assess their effectiveness as a tool to protect our staff and specifically the Rangers;

to deter confrontational/aggressive behaviour; and, if necessary, to provide evidence for enforcement.

### **3 Policy and Guidance**

- 3.1 The Authority recognises that clear rules, policies and procedures must be in place before body worn cameras are used, and that these must be communicated to all who need to comply with them. We will ensure that we have a page on our website that will contain details of how we will comply with all legal requirements pertaining to the use of body worn cameras and our Policy on the use of body worn cameras.
- 3.2 We have developed specific policy and guidance to support the introduction of body worn cameras, this is detailed in Appendix 1 for approval. As noted above, this will be available on our website. We will also update relevant HR policies in relation to the introduction of body worn cameras.
- 3.3 The Authority recognises that the use of body worn cameras must always be for a specified purpose which is in pursuit of a legitimate aim and necessary to meet an identified pressing need. The Authority has also undertaken a Data Protection Impact Assessment to ensure that our intended use of body worn cameras minimises unwarranted privacy intrusion. This will be made available on our website if Members approve the introduction of body worn cameras.
- 3.4 Training will be provided to all Rangers prior to the body worn cameras being introduced. This will cover the policy and guidance, operational issues and best practice in the use of body worn cameras.
- 3.5 Officers will be developing a separate Enforcement Policy which will set out how we may use evidence gathered through the use of body worn cameras in enforcement of the National Park byelaws.
- 3.6 Table 1 below sets out some anticipated ‘frequently asked questions’ and responses.

<p><b>Table 1: Draft Frequently Asked Questions</b></p> <p><b>Why are you introducing body worn cameras?</b> The primary reason for introducing body worn cameras is to support the health, safety and wellbeing of the Authority’s Ranger Team. Our Rangers engage, inform and educate people on a daily basis to help them enjoy the National Park responsibly. In most situations, members of the public understand and appreciate the advice given but our Rangers are experiencing increased verbal abuse and, at times, attempted physical abuse. Such abuse is unacceptable, and the pilot will enable us to assess the effectiveness of body worn cameras in helping to modify such behaviour.</p> <p><b>Will Rangers always be wearing or using body worn cameras?</b> No, the cameras are a tool to be used in particular circumstances and against agreed guidance.</p>
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**Will camera footage be used to support legal action?**

Footage could be used to support appropriate legal action. For example, if a member of the public was abusive or made threats to a Ranger.

Legal action must always be evidence-based and in the public interest. To support this a separate Enforcement Policy is being developed and, if the introduction of body worn cameras is approved by Members, will be brought to the Authority at a future meeting for approval. The Enforcement policy (if approved) will be publicly available on our website.

**Why are you doing this on a trial or pilot basis?**

We are introducing body worn cameras on a trial basis so we can evaluate the experience and determine whether it is meeting or primary objective of protecting the health, safety and wellbeing of our staff. We will also evaluate the secondary objective, if needed, to support any necessary legal action.

**Does this change the role of your Rangers?**

No. The role of our rangers is to positively engage with the public, help them enjoy the National Park and look after it. The introduction of body worn cameras will not change this role.

**4 Pilot Period**

- 4.1 It is proposed that the pilot or trial phase runs for a maximum of two years. The pilot will be kept under constant review with a formal review after 18 months to establish whether or not to retain the cameras and to identify any lessons learnt. The review will focus on the primary objective of protecting the health, safety and wellbeing of our staff but also pick up wider questions such as: how easy they are to use and their reliability and use for enforcement. The results of the review exercise will be presented to a future meeting of the Authority.

**5 Financial Implications**

- 5.1 The Authority has undertaken a procurement exercise for body worn cameras. This exercise has identified that the cost of 11 x Reveal D3 Body Cameras is £4,059.00 (£369 per unit). There is also an annual software subscription of £1,980.00 (11 x £180 per unit). The cost in Year 1 is £6,039.00 and Year 2 £1,980. The total estimated cost for the two-year pilot period is £8,019.
- 5.2 Further costs include staff time, training (to be confirmed) and other resources (e.g. camera holders for clothing).

**6 Equality Impact**

- 6.1 Staff have considered the potential impact of introducing body worn cameras with due regard to the public sector equality duty. We do not believe that their introduction would adversely affect any person with a protected characteristic as covered by the duty.

## **7 Conclusion**

- 7.1 We are recommending that Members approve the introduction of body worn cameras for a two year trial period for use by our staff (specifically the Rangers). The health, safety and wellbeing of our staff is a primary consideration in this proposal. It is not acceptable that Rangers have been subject to abuse and feel threatened in certain situations. By equipping them with body worn cameras we hope they will be able to work in a safer environment and the attitudes and behaviour of a small minority of the public will be modified. Evaluation will be ongoing with a formal review after 18 months to determine the impacts and assess whether to continue with their use.
- 7.2 The Lake District National Park Authority already uses body worn cameras for the Rangers who patrol the lakes and report that it has had a positive impact – greater respect for their staff. Hampshire Police conducted a formal evaluation when they introduced body worn cameras and also found that the introduction had helped modify behaviours. These findings are reflected in the feedback we have received from local partners (Devon County Council and Teignbridge District Council). We understand that some other National Park Authorities are actively considering the introduction of body worn cameras to help ensure the safety and wellbeing of their staff.

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## Dartmoor National Park Authority

### BODY-WORN VIDEO CAMERAS POLICY & GUIDANCE

**This policy and guidance outline the use of body-worn video cameras by the Authority's Ranger Team.**

#### Trial Period

The introduction of body-worn video cameras is being piloted for a period of 24 months, with a formal review after 18 months. The policy and guidance will be kept under review during the trial period.

#### Introduction

Body-worn video cameras (BWC) are being introduced for the following reasons:

1. Protect staff by deterring confrontational/aggressive behaviour  
*Evidence from other organisations indicates that BWCs can alter confrontational/aggressive behaviour, leading to fewer incidents*
2. Provide compelling evidence  
*If required, high-quality video and audio footage of an incident make it clearer what happened, when, and who was there, increasing the likelihood of successful prosecutions*
3. Ensure a consistent and professional approach by the Ranger Team  
*Evidence in the event of allegations or complaints made against the Authority's Rangers or to identify any learning that might be necessary to improve performance or conduct*

#### Principles of Use

1. *Use of a BWC must always be for a specified purpose which is in pursuit of a legitimate aim and necessary to meet an identified pressing need.*  
The Authority considers that the use of BWCs will help discharge its obligations to ensure the safety and welfare of our staff under the Health & Safety at Work Act 1974. We also consider that the use of BWC is consistent with our obligations under the National Parks & Access to the Countryside Act, 1949 and the Dartmoor Commons Act, 1985.
2. *The use of BWC must take into account its effect on individuals and their privacy, with regular reviews to ensure their use remains justified.*  
The Authority has undertaken a Data Protection Impact Assessment to ensure that our intended use of BWC minimises unwarranted privacy intrusion. As a general rule, we will ensure that any privacy intrusion that might arise from our use of BWC is restricted by:
  - ensuring that BWC are not used for the recording of intimate circumstances where persons are in a state of undress



- ensuring that BWC are not used to record citizens in private dwellings
3. *There must be as much transparency in the use of BWC as possible, including a published contact point for access to information and complaints.*  
We will ensure this transparency by:
- ensuring that BWC are not hidden and clearly visible to those who are subject to filming. As a general rule, where a Ranger is in uniform and is clearly wearing a camera this condition has been satisfied
  - ensuring Rangers inform members of the public that they are being filmed and that audio-recordings of the incident are being taken
  - having a page on our website with information about how we will use BWC, this policy and publish details of how the Authority will process any personal data that is captured by a BWC in our Ranger Service Privacy Notice on our website.
4. *There must be clear responsibility and accountability for all BWC activities including images and information collected, held and used.*  
Rangers are responsible for operating the BWC and it is their responsibility to:
- ensure that any recorded incidents are uploaded to a secure cloud
  - ensure that files that may be required as evidence are 'flagged'
5. *No more images and information should be stored than is strictly required for the stated purpose of a BWC and such images and information should be deleted once their purposes have been discharged.*  
Non 'flagged' files will be auto deleted in accordance with the Authority's Data Retention Schedule. Evidential files will be retained on a secure cloud with access strictly controlled and deleted in accordance with the Authority's Data Retention Schedule. Non evidential files may be retained to improve performance and will be deleted once this purpose has been met.
6. *Access to retained images and information will be restricted and there must be clearly defined rules on who can gain access and for what purpose such access is granted; the disclosure of images and information should only take place when it is necessary for such a purpose or for law enforcement purposes.*  
Access to footage captured from BWC will be restricted to managers and supervisors who require access for their roles. Images will be used to assess whether incidents that have been recorded, require escalation to law enforcement agencies for crime prevention and detection purposes. Incidents may also be assessed by managers to identify any learning that might be necessary to improve officer performance or conduct.  
Footage may also be interrogated if formal complaints have been received by members of the public. This will be used to inform any action that might be necessary in accordance with the Authority's Performance Improvement Policy and the Disciplinary Policy.
7. *BWC operators should consider any approved operational, technical and competency standards relevant to a system and its purpose and work to meet and maintain those standards.*  
The Authority's intended use of BWC is at the discretion of the Rangers and is not passive (operating all the time). Training relevant to the use of BWC will

be monitored by the Ranger Team Manager through routine supervision arrangements.

8. *BWC images and information should be subject to appropriate security measures to safeguard against unauthorised access and use.*

Footage which has been captured will be stored securely in the provider's cloud. Access is restricted to managers and supervisors who require access for their role. The sharing of any footage will comply with the Authority's Information Security Policy and with the requirements of the Data Protection Policy.

9. *There should be effective review and audit mechanisms to ensure legal requirements, policies and standards are complied with in practice.*

This policy and the related Data Protection Impact Assessment will be reviewed after 18 months (as part of formal review) to ensure any legal compliance risks are identified and where appropriate mitigated to an acceptable standard.

10. *When the use of BWC is in pursuit of a legitimate aim, and there is a pressing need for its use, it should then be used in the most effective way to support public safety and law enforcement with the aim of producing images and information of evidential value.*

Using BWC the Ranger is able to produce a 'perfect memory' of everything they saw and heard at the incident attended. Any video recording of an incident is likely to provide better evidence than a Ranger's recollection and subsequent note or statement making. If the recording covers the whole incident, it is not essential for the Ranger to produce a written statement detailing the entire nature of the interactions contained in the video footage, as this is avoidable duplication. If two (or more) Rangers are present at the same incident and one of the Rangers records the whole incident while the other(s) deal with the incident, the resulting recording can be utilised as the evidence of the Rangers present as long as it shows the entire incident. The Ranger that captured the recording should also make notes of the incident to cover any additional points that may be outside the view of the camera as well as all evidential information required in the event of a technical failure. It is recommended that the Ranger record each incident in its entirety, from the time of deployment to the conclusion. If there is a break in the recording, details and the reason must be included in the Ranger statement.

## **Limitations**

BWC provide an account of what the wearer saw and heard at an incident. However, Rangers must be aware that some aspects of incidents vital to the evidence may occur out of camera view, that sound recordings may not be complete or that sounds at the scene may block significant statements by those present. There is also the possibility of technical failure and therefore Rangers need to ensure they remain mindful of standard evidence gathering procedures and not rely solely on the BWC evidence to support the incident.

## Operation of Body-Worn Video Cameras (BWC)

1. All Rangers (includes Sector Rangers, Assistant Rangers, Community & Land Management Ranger and Ranger Team Manager) have discretion whether or not to wear a BWC. Recording must be incident specific. The expectation is that BWCs will be used in exception and not as the norm. Rangers must not indiscriminately record entire duties or patrols.

Rangers will be expected to record when:

- they are verbally abused or threatened
  - unwanted bodily contact is made
  - they feel uncomfortable or vulnerable in a particular situation
  - they are dealing with a pre-existing high-risk incident or believe such an incident may occur due to known intelligence relating to a particular vehicle, location or individual.
  - a caution is being issued with respect to the National Park byelaws.
2. Rangers should, where possible/practicable, announce to the subject(s) of an encounter that video and audio recording is taking place using a BWC. There may be some circumstances where announcing that recording is taking place could inflame the situation. Training will be provided regarding these circumstances and Rangers will have discretion and be supported in the decisions they take on the ground.
  3. Recording should commence when the Ranger, from experience, feels recording may be necessary and it should continue uninterrupted until the activity is concluded.
  4. The decision to record or not record an incident remains with the Ranger. Each Ranger must be mindful that failing to record an incident is likely to require an explanation. Therefore, if a Ranger is present at an evidential encounter, they must record the incident.
  5. Recording should begin at the earliest opportunity at the start of an incident (the BWC will record the preceding 30 seconds once started) so Rangers should be ready to record as soon as they believe an encounter, that would warrant an incident report or near miss, may be likely.
  6. At the start of any recording the Ranger should, where practicable, make a verbal announcement to indicate why the recording has been activated. If possible this should include:
    - the date, time and location
    - the nature of the incident to which the Ranger is deployed
    - confirmation to those present that the incident is now being recorded using video and audio
  7. If the recording has commenced prior to an incident without any potential subject present, the Ranger should, as soon as practicable, announce to those persons becoming a subject that recording is taking place and that actions and sounds are being recorded. Rangers should use plain English

such as “I am video recording you,” “I am video recording this incident” or “everything you say and do is being recorded on video.”

8. Wherever practicable, Rangers should restrict recording to the areas and persons necessary in order to obtain evidence and intelligence relevant to the incident. Rangers should attempt to minimise collateral intrusion on those not involved.
9. It is advisable that the Ranger continues to record for a short period after the incident to clearly demonstrate to any subsequent viewer that the incident has concluded and that the Ranger has moved on to other duties. Prior to ending the recording, the Ranger should make a verbal announcement to indicate the reason for ending the recording. This should state:
  - the date, time and location
  - the reason for concluding the recording
10. There may be occasions where an incident is only partially recorded, such as through technical failure, the BWC being knocked, covered or dislodged during an incident or where the camera view is restricted. There may also be occasions where the sound recording is unclear or difficult to hear due to other noises such as traffic, poor weather or other people. In this case, the Ranger is to make notes to support any BWC evidence.
11. Rangers will ensure the BWC is working correctly prior to starting each duty, including the following basic checks:
  - BWC is charged and not damaged
  - camera angle is adjusted to suit the wearer
  - date and time stamp is accurate and there is sufficient recording time available on the device
12. Correct use of BWC will be monitored on a regular basis. If a Ranger fails to ensure the units are used in accordance with this policy, they may be subject to disciplinary action.
13. It is important that the introduction of video evidence should not take primacy over other types of evidence, such as statements from other Rangers or eyewitnesses. The incident is recorded in real-time, limited only by the field of view and audio range of the unit. The evidence is therefore far more accurate than was previously possible and doubts about what was said or done can be minimised. Using BWC enables Rangers to present their evidence in a consistent and accurate manner. The recording may be produced as an exhibit. Rangers must continue to complete the Authority’s incident report form for all reportable incidents or near misses.
14. BWC can promote reassurance and reduce antisocial behaviour. Recordings will provide irrefutable evidence and will improve the quality of prosecution cases. The Ranger Team Manager may utilise BWC recordings to review and improve how incidents are dealt with.

15. In general, non-evidential recordings from a BWC will not be used to review performance or conduct, however where there is evidence of concern regarding an individual's performance (e.g. complaints, non-compliance with this policy, public engagement, conflict management) the Ranger Team Manager may utilise BWC recordings to review and improve how incidents are managed or address any under-performance.
16. The use of BWC described in this policy is 'overt use.' BWC are small, however they must not to be worn or used in a hidden or covert manner.
17. If a BWC is not working or found to be faulty this should be reported immediately to the Ranger Team Manager.
18. When not in use, devices should be kept in a safe place. The devices should be kept securely and not left in vehicles overnight.

### **Downloading of Recorded Data**

The following process details the procedure for uploading footage from the BWCs using a laptop computer with the DEMS 360 uploader software installed:

- Ranger signs-in to the DEMS 360 software
- Connect the camera to the laptop via USB cable
- The upload starts automatically.
- Software prompts when upload is complete
- Footage is automatically deleted from the camera following successful upload

### **Retention of Recorded Data**

Recorded footage that is considered 'non evidential' will be auto deleted in accordance with the Authority's Data Retention Schedule.

Non evidential footage may be retained for the purposes of performance management and will then be deleted as soon as completed.

Evidential files will be retained on Reveal cloud with access strictly controlled. Evidential files will be deleted in accordance with the Authority's Data Retention Schedule.

Footage captured may be viewed/listened to by authorised officers only and may be shared with the Police subject to a formal request through appropriate channels.

### **Training**

Training will be provided to all Rangers prior to BWCs being used. This will cover this policy and guidance, the operation of the BWC and related software and best practice in the use of BWC.

## Review

We will undertake a formal review of the use of BWC 18 months following their introduction. This review will include all Rangers, the Authority's Leadership Team and UNISON.

A written report will be presented to Leadership Team to determine whether or not to retain the cameras and to identify any lessons learnt.

### Document History:

Revision No.	Originator of change	Date of change	Change Description
1.	Neil White	Feb 2022	Original policy & guidance introduced

DRAFT



NPA/22/005

## Dartmoor National Park Authority

4 February 2022

### **Community Protection Notices**

Report of the Ranger Team Manager

**Recommendation: That Members agree that Authority staff will work in partnership with the relevant authorities to support the Community Protection Notice process as already operated across the National Park**

#### **1 Background**

1.1 Through the Dartmoor Rural Crime Initiative we have been in discussions with our constituent authorities (Teignbridge District Council, South Hams District Council and West Devon Borough Council) and Devon and Cornwall Police about how we might more effectively tackle anti-social behaviour within the National Park. They have suggested that the Authority's Rangers could support their powers to issue Community Protection Notices (CPN) through the gathering of information and evidence. The CPN process already exists across the National Park and is operated by the organisations identified above.

#### **2 What is a Community Protection Notice?**

2.1 The Anti-social Behaviour, Crime and Policing Act 2014 provides for the issuing of a CPN. A CPN is aimed to prevent unreasonable behaviour that is having a negative impact on the local community's quality of life. Any person aged 16 years or over can be issued with a notice, whether it is an individual or a business, and it will require the behaviour to stop and if necessary reasonable steps to be taken to ensure it is not repeated in the future.

2.2 Local authorities (districts, boroughs and unitary authorities), the Police, Police Community Support Officers and/or a person designated by the relevant authority for this purpose can issue a CPN. Before a CPN is issued two things need to be considered: whether the conduct is having a detrimental effect on the community's quality of life and also, whether said conduct is considered unreasonable. CPNs are intended to deal with repeated or on-going conduct and not occasion or one-off conduct.

2.3 A CPN imposes any of the following requirements on the individual or body issued with it:

- A requirement to stop doing specified things
- A requirement to do specified things
- A requirement to take reasonable steps to achieve specified results

2.4 There are three key stages to a CPN:

### **Stage 1: Community Protection Warning Letter**

A Community Protection Warning (CPW) letter can be issued when an individual, business or organisation is having a detrimental affect on the quality of life of those in the locality; is persistent or continuing in nature; and is unreasonable. A letter will be sent outlining what action you are required to take or stop within a set time period. This is an opportunity to modify behaviour without any formal sanctions being taken.

### **Stage 2 – Issue a Community Protection Notice**

If the behaviour is not rectified through the CPW, the decision to issue a CPN can be agreed. A CPN will give details of what actions you are required to take or stop within a set time period. Failure to comply with the CPN may result in sanctions being taken.

### **Stage 3 - Sanctions**

If a CPN is breached then the following sanctions can be applied:

- You may be prosecuted. If you are prosecuted and convicted the maximum penalty is a fine not exceeding level 4 on the standard scale (currently £2,500). An organisation is liable for a fine of up to £20,000. On conviction the magistrate's court would also have the power to order forfeiture and destruction of any item used in the commission of the offence.
- You may, in the alternative, be given the opportunity of accepting in lieu of prosecution a fixed penalty, in the amount of £100. You can pay a fixed penalty online.

The notice can be appealed in the Magistrates' Court within 21 days.

## **3 Role of Dartmoor National Park Authority**

- 3.1 The recommendation is that Members approve Authority support for the CPN process. This would mean Authority staff (the Ranger Team) supporting our constituent authorities and Devon and Cornwall Police in the CPN process through the gathering of evidence and information which would be submitted to the relevant authority/Police for them to use as per their set procedures.
- 3.2 In practice, Rangers would speak to any member of the public or organisation involved in anti-social behaviour explaining why the behaviour is inappropriate and detailing the remedy. The Ranger team would have flyers that they can hand to members of the public they have spoken to as a reminder of the conversation. The advisory flyer is an informal stage prior to any CPW.
- 3.3 If the member of the public or organisation is witnessed continuing or undertaking the same anti-social behaviour the Rangers would compile a witness statement and submit this to the relevant authority who would determine whether to take action.



- 3.4 The Authority and its staff would not be involved in the formal process of issuing a CPW and/or a CPN other than through the gathering of evidence. The proposal does not involve our staff becoming 'designated persons' under the provisions for CPNs and thus they will not be issuing a CPW or a CPN.
- 3.5 This proposal will support our key partners in tackling persistent anti-social behaviour. The intention is not to alter the role of our Rangers. The Rangers play an important role in helping people to access, look after and use Dartmoor. Their primary role is to engage people, provide advice and where necessary influence inappropriate behaviour through advice and engagement.
- 3.6 The CPN process could help tackle key elements of persistent anti-social behaviour within the National Park. Examples might include motorbike scrambling and littering. The CPN process could be used to deal with the increased incidents of abuse of National Park staff such as Rangers. CPNs are not a replacement for the National Park byelaws: they are separate processes largely dealing with separate issues.

#### **4 Financial Implications**

- 4.1 There is no direct financial cost to the Authority other than officer time. There will need to be appropriate training for relevant staff but we envisage this being provided by officers from the relevant authorities (Teignbridge District Council, South Hams District Council, West Devon Borough Council and Devon and Cornwall Police).

#### **5 Equality and Sustainability Impact Assessment.**

- 5.1 An Equality and Sustainability Impact Assessment will not be required as we are not proposing new rules or limitations.

#### **6 Conclusion**

- 6.1 The National Park Authority is keen to work in partnership with the relevant authorities to tackle anti-social behaviour within the National Park. This is a key reason behind the establishment of the Dartmoor Rural Crime Initiative – an informal partnership involving organisations such as Devon and Cornwall Police, the constituent local authorities, Environment Agency, Natural England, Dartmoor Commoners' Council and others.
- 6.2 Through the framework of the Dartmoor Rural Crime Initiative we have been discussing how we might support Teignbridge District Council, South Hams District Council, West Devon Borough Council and Devon and Cornwall Police in the CPN process. CPNs are a tool to help address persistent anti-social behaviour and thus help ensure people can enjoy the National Park's special qualities safely and support the social and economic well-being of our local communities.
- 6.3 The recommendation is that Members authorise Authority support for the CPN process operated by Teignbridge District Council, South Hams District Council, West Devon Borough Council and Devon and Cornwall Police through Authority staff providing information and evidence. We are not seeking approval for Authority

officers to become 'designated persons' able to issue CPNs. Our priority remains to help manage the National Park so that all parts of society can access it and enjoy it in ways that protect its special qualities and support local communities.

- 6.4 If Members authorise Authority staff to support the CPN process officers will liaise with the relevant authorities to ensure that the process for data capture, sharing and retention complies with all legislative requirements and good practice. We will also organise appropriate training for the Rangers.

**SIMON LEE**



NPA/22/006

## Dartmoor National Park Authority

4 February 2022

### **Financial Management 1 April to 31 December 2021 and Forecast of Financial Outturn 2021/22**

Report of the Head of Business Support

Recommendation: **That the content of the report be noted.**

#### **1 Monitoring and Management of Revenue Budgets (April to December 2021)**

- 1.1 This report enables Members to monitor income and expenditure variations against the approved budget. Effective budgetary control is essential to ensure priorities are delivered in accordance with the Authority's plans. Budget Management is a dynamic process, resulting in the budget being subject to many variations, both favourable and unfavourable throughout the year.
- 1.2 The Authority's Financial Regulations provide delegated authority for the Chief Executive (National Park Officer) in consultation with the Chief Financial Officer to enact budget virement below £30,000. Above that sum, Members' approval would be sought.
- 1.3 Processes for sound budget management are well established within the Authority, with quarterly reports to the Leadership Team and detailed and continuous budget monitoring being carried out across all Directorates involving Heads of Service, spending officers and finance staff. This ensures the early identification of pressures and variances so that timely management action can be taken to adjust the budget and/or work programmes accordingly.

#### **2 Forecast Outturn Position as at the 31 December 2021**

- 2.1 The 2021/22 net budget was set at £4,061,448 (NPA/21/009) funded by National Park Grant (NPG) fees and charges and Earmarked Reserves. The Authority approved various transfers to reserves at the end of the 2020/21 financial year (NPA/AG/21/006) which are subsequently brought forward and allocated to the 2021/22 (in-year) budget so that projects can be completed.
- 2.2 Current projections, based on figures at the end of December (month 9) indicate in year savings of £24,959 may arise (£2,138 at month 5). A Cost Centre summary can be found at Appendix 1 and a more detailed variance analysis against budget for each service area can be found at Appendix 2.

- 2.3 The Local Government Employers has offered a pay award of 1.75%, which at the time of writing this report, had been rejected by the Unions and strike balloting is underway. However, we have included this pay award in our forecast outturn position. We have also incurred premises related cost at Higher Uppacott Cottage.
- 2.4 The main variations and movements in the management accounts are set out below:

Salaries – Currently showing a surplus of £10,591 and includes a provision for a 1.75% pay award. We are experiencing an unusually high amount of staff turnover, which has created vacancy savings whilst posts are being recruited.

Travel and transport – Currently forecasting savings of circa £11,572. Staff travel to meetings with partners, other National Parks, conferences and training is still less than in previous years, this may continue to show fluctuations as we return to a new normal. Members will be aware that the travel budgets were reduced by 25% to reflect our Climate Change Action plan ambition.

Higher Uppacott Cottage has been refurbished to accommodate our Conservation Volunteers. These costs (circa £9k) could be met from reserves as identified when we set the budget but are currently being met from in-year savings.

Visitor Management – Current indications are that there will be a shortfall of around £15,000 in car parking income. However, the mobile vending licences income have been more than budgeted. External funding of £2k from Defence Infrastructure towards new visitor management signage has been received. The Authority have also received £1k contributions from British Mountaineering Council for carpark improvements at Bonehill Rocks.

Forward Planning & Community – Local plan costs higher than expected for planning inspectorate. Purchasing costs for carbon toolkit to enable modelling of carbon sequestration on NPA land.

Access & Recreation – Current underspend is due Peakhill agreement, which is unlikely to be completed by the end of the financial year. The groundworks are underway but will be put through FIPL.

Biodiversity – is forecast to have an underspend due to projects being deferred until the 2022/23. Namely, the nature recovery project – habitat ground truthing.

Land Management – is expected to experience an underspend as scheduled works not completed, due to capacity, priorities and works being met elsewhere, for example Miles without Stiles or Volunteers, which has produced savings.

Education – underspend is due to a member of staff resigning and the post being vacant. A review of staffing requirement for education is currently being undertaken.

Visitor Centres – Currently forecasting sales income will likely to be a surplus of £3k. However, this has been offset by unplanned maintenance for a water leak at Haytor, which has cost £2k.

Rangers – the visitor management budget allocated this year has only been partially used to date (for the Dartmoor Marshals) and we have also received unbudgeted partnership contributions of £20,548 which is most welcome.

Development Management – Increased costs include new IT equipment £1k for new staff, appeal costs awarded against the Authority £3k, recruitment costs £2.8k and affordable housing valuations £1k. Planning iDOX software was due to be taken from reserves, but with efficient budget monitoring this will be absorbed in the budget and reduce the call from reserves. Planning income is currently forecast to be circa £20,000 under the target budget, this is always difficult to forecast and therefore will be subject to change, as this is a demand led service.

Built Environment – Expenditure has been higher than budgeted due to additional employee cost to secure vacancy.

Corporate & Democratic Core – Donate for Dartmoor income received to date is £10,497. Savings of circa £8k are anticipated in respect of staff and Members' travel, and expenses. There are however increased audit and recruitment costs.

Corporate Operating Costs – potential increased costs for the document management system, but this may be reduced once the new planning IT system is ordered. There are likely to be stationary expenditure savings in the region of £5k, this is due to staff embracing technology (e.g. reduce printing) since the blended work arrangements required during the Coronavirus pandemic.

Human Resources – is currently forecast to have an underspend mainly due to corporate training budget not being fully utilised.

Parke & Princetown – Repair costs for the Ballroom at our Princetown Visitor Centre originally included in the last forecast outturn, have been deferred until a survey has been completed. This due to be undertaken in the new financial year.

2.5 Other significant projects worth drawing Members' attention to and included in the tables in the appendices are:

Moor Otters II – Costs incurred to date are £98,954 and income received £108,545 (since 2019). Considering the project was delayed due to Covid 19, the resulting income has been a positive outcome. The surplus will be used to fund conservation projects.

2.6 Within the budget the Authority set aside a **Project Fund** balance of £75,000. At the time of writing this report, the balance remaining in the Fund is £968. Full utilisation of the Fund is anticipated by year-end, although some balances may be carried forward as projects can span more than one financial year. Bids made to the Fund and approved by Leadership Team are set out in the following table:

<b>Project Fund 2021/22</b>	<b>£</b>
<b>Opening Balance</b>	<b>(75,000)</b>
Development Management agency staff cover	10,400
Visitor Centre double staffing	5,513

Recreation Routes Consultation Tool	1,485
UK Behaviour Change campaign (contribution)	2,000
Historic Farmsteads Project (external contractor)	8,020
Linhay Quarry (0322/16) discharge of conditions	6,840
Postbridge meeting room - lighting	1,397
Parke Decorating - Courtyard timberworks and NE elevation	9,227
Holne Leat	10,000
70th anniversary film	6,000
Extra work for Moor Otter and & 70th	7,000
TRO car parks and double yellow lines	3,000
T May	150
Consultancy support for Dynamic Dartmoor	3,000
<b>Balance remaining</b>	<b>(968)</b>

### 3 Capital Programme and Prudential Indicators

3.1 The Authority's current capital programme is as follows:

	2020/21 Actual	2021/22 Budget
Capital Scheme	£	£
Ranger Vehicles (actual)	44,870	0
Conservation Works Team Vehicle	0	0
Development Management IT system	0	0
Postbridge Visitor Centre (actual)	146,550	11,306
Higher Uppacott cottage roof and cottage	0	0
<b>Total</b>	<b>191,420</b>	<b>11,306</b>

Funded From	£	£
National Park Grant or Revenue Reserves	(44,870)	(11,306)
Capital receipts	0	0
Rural Development Programme England	(146,550)	0
<b>Total</b>	<b>(191,420)</b>	<b>(11,306)</b>

3.2 The procurement of a replacement vehicle for the Conservation Works Team has been deferred until 2022/23, with the leadership reviewing several vehicles and the potential to purchase/lease electric vehicles. This will aid the Authority to meet being carbon neutral by 2025. The refurbishment of Higher Uppacott cottage has been undertaken and is currently being met from in-year National Park Grant (circa £9.5k)

3.3 The project to replace the Development Management IT system is in progress and a preferred supplier has been identified.

3.4 As the Authority has no external borrowing, the other prudential indicators do not apply for this financial year. However, in future years, due to the implementation of "International Financial Reporting Standard 16 - Leasing" from 1 April 2022 (implementation has been delayed twice due to Covid 19) the Authority will have external borrowing in relation to leasing contracts that it currently holds or enters into in the future (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.

- 3.5 However, as this “*debt*” relates to transactions that the Authority has already approved, this will be purely an administrative task of increasing (or originating) *Prudential Code Indicator limits* equal to the newly recognised “*debt*”. The “*indicators and limits*” will just describe what has already happened, rather than providing any control.

#### 4 Reserves

- 4.1 The level of the Authority’s reserve balances is determined in part by our on-going work programmes and projects, see Appendix 3; and by using a risk-based analysis and methodology as set out at Appendix 4. Reserve funding is allocated or matched with expenditure according to project / programme requirements, but it should be noted that some projects straddle more than one financial year, or are dependent on partnerships, where timing of spend is uncertain. Therefore, forecasting beyond the current year is subject to considerable change.
- 4.2 The following table, based on the current financial position, sets out what the earmarked reserves are likely to be as at 31 March 2022 (with a 2020/21 comparator). It should be noted that grants and contributions received in 2021/22 and not spent, are carried forward via reserves as committed expenditure and therefore cannot be used for any other purposes (than for that given). The majority of our reserve balances are held to fund specific projects, including partnerships and capital spending; or have been set up to mitigate against financial risk, for example loss of income, cuts in DEFRA funding or other externally imposed regulatory requirements e.g. changes in pay, terms and conditions.

<b>Actual 2020/21</b>	<b>Earmarked Reserves</b>	<b>Forecast 2020/21</b>
<b>£</b>		<b>£</b>
<b>(2,977,571)</b>	<b>Opening Balance</b>	<b>(2,249,271)</b>
563,649	Use of reserves in year (appendix 3)	517,850
(335,349)	Contributions to reserves / carry forwards*	(92,818)
0	Capital Receipt Reserve	(20,769)
<b>(2,249,271)</b>	<b>Closing Balance (forecast)</b>	<b>(1,845,008)</b>
<b>(500,000)</b>	<b>General unallocated Reserve</b>	<b>(500,000)</b>

\* Grants and contributions received from partners that are ring-fenced for specific projects i.e. committed expenditure

- 4.3 Reserve balances are closely monitored during the year and as we have now started the process of building the 2022/23 Budget and the Medium Term Financial Plan (up to 2025) the balances are likely to change. Members will note (in Appendix 3) that the current forecast for total reserve balances is anticipated to fall to circa £1.4m by the end of 2024, reflecting the fact that reserve balances are “working balances” and not just used to “save up funds” without proper purpose. This will be updated when the 2022/23 budget and new MTFP is finalised and approved by Members in March.

## 5 Sustainability and Equality Impact

- 5.1 Consideration is always 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.

## 6 Conclusions

- 6.1 The forecast outturn in year savings of £24,959 represents a -0.61% variance against the (revised) budget (£2,138 or 0.05% at month 5). This has been due to staff vacancies, service delivery capacity, and additional revenue from unbudgeted grant being received. The efficiencies will be used to cover the additional planning inspectorate fees, which are still to be confirmed and that the authority can look to bring forward the installation of vehicle electrical charging points at Parke. Any funds remaining will be used to help balance the 2022/23 revenue budget, which is currently being built and to meet some of the cost to sustain key posts.
- 6.2 The current year's projected outturn will be robustly monitored and challenged over the remaining three months. Members will be notified at the earliest opportunity, if any new budget pressures or significant variations are likely to occur.

ANGELA STIRLAND

### Background Papers

NPA/21/0059 2021/22 Net Revenue Budget, Medium Term Financial Plan & Capital Budget

NPA/21/010: Treasury Management Investment Strategy 2021/22

NPA/AG/21/006: Financial Outturn 2020/21

Attachments – **Appendix 1 - Revenue Budget Monitoring Report Summary**  
**Appendix 2 - Month 9 Variance Analysis**  
**Appendix 3 - General and Earmarked Reserve Balances**  
**Appendix 4 - Reserves: Risk Based Analysis**

2022 02 04 AS 2021-22 Fin Mgt Apr-Dec



Functional Strategy	Original Budget 2021/22 £	Budget Variation 2021/22 £	Revised Budget 2021/22 £	Actual & Committed Month 9 £	Budget Remaining 2021/22 £	Projected Outturn 2021/22 £	Year End Deficit/ (Surplus) £
Biodiversity	169,309	11,791	181,100	125,988	(55,112)	166,258	(14,842)
Land Management	93,375	20,703	114,078	44,060	(70,018)	106,552	(7,526)
ELMS	0		0	(18,496)	(18,496)	0	0
Farming in protected Landscapes	0		0	(215,537)	(215,537)	0	0
Green Recovery Challenge Fund	0	0	0	(101,407)	(101,407)	0	0
Woodlands	51,355	0	51,355	31,129	(20,226)	46,330	(5,025)
Headwaters project	0		0	(127,166)	(127,166)	0	0
Peatlands Project	42,215		42,215	(40,606)	(82,821)	42,215	0
Facilitation Fund			0	3,153	3,153	0	0
Hill Farm Project	16,738		16,738	26,856	10,118	16,738	0
<b>Natural Environment</b>	<b>372,992</b>	<b>32,494</b>	<b>405,486</b>	<b>(272,026)</b>	<b>(677,512)</b>	<b>378,093</b>	<b>(27,393)</b>
Archaeology	120,611	1,500	122,111	84,771	(37,340)	120,043	(2,068)
Built Environment	41,955	8,020	49,975	49,548	(427)	60,864	10,889
Higher Uppacott	17,115	600	17,715	18,077	362	25,769	8,054
<b>Cultural Heritage</b>	<b>179,681</b>	<b>10,120</b>	<b>189,801</b>	<b>152,396</b>	<b>(37,405)</b>	<b>206,676</b>	<b>16,875</b>
Visitor Management	156,259	9,422	165,681	116,206	(49,475)	166,690	1,009
Access	124,538	10,492	135,030	88,767	(46,263)	128,612	(6,418)
Public Rights of Way	110,905	1,020	111,925	84,910	(27,015)	116,337	4,412
Sustainable Transport & Tourism	19,442	6,700	26,142	14,925	(11,217)	24,511	(1,631)
<b>Recreation Management, Traffic &amp; Transport</b>	<b>411,144</b>	<b>27,634</b>	<b>438,778</b>	<b>304,808</b>	<b>(133,970)</b>	<b>436,150</b>	<b>(2,628)</b>
Visitor Centres	212,406	14,674	227,080	258,411	31,331	227,240	160
Communications	203,025	7,000	210,025	124,656	(85,369)	207,273	(2,752)
Naturally Healthy Dartmoor	1,000	0	1,000	0	(1,000)	1,000	0
Youth Engagement Ranger	0		0	15,899	15,899	0	0
Education	225,197	(26,278)	198,919	140,740	(58,179)	179,051	(19,868)
<b>Education, Information &amp; Communication</b>	<b>641,628</b>	<b>(4,604)</b>	<b>637,024</b>	<b>539,706</b>	<b>(97,318)</b>	<b>614,564</b>	<b>(22,460)</b>
Rangers	483,294	1,271	484,565	342,342	(142,223)	463,732	(20,833)
Conservation & Access Volunteers	0	0	0	9,357	9,357	0	0
Conservation Works Service	165,895	(23,000)	142,895	95,996	(46,899)	132,090	(10,805)
<b>Rangers, Estates &amp; Volunteers</b>	<b>649,189</b>	<b>(21,729)</b>	<b>627,460</b>	<b>447,695</b>	<b>(179,765)</b>	<b>595,822</b>	<b>(31,638)</b>
<b>Development Management</b>	<b>362,409</b>	<b>17,240</b>	<b>379,649</b>	<b>375,220</b>	<b>(4,429)</b>	<b>442,000</b>	<b>62,351</b>
<b>Forward Planning &amp; Community</b>	<b>157,482</b>	<b>35,803</b>	<b>193,285</b>	<b>140,548</b>	<b>(52,737)</b>	<b>235,966</b>	<b>42,681</b>
<b>Corporate and Democratic Core</b>	<b>343,285</b>	<b>150</b>	<b>343,435</b>	<b>220,702</b>	<b>(122,733)</b>	<b>320,876</b>	<b>(22,559)</b>
Information Technology	210,240	0	210,240	150,279	(59,961)	194,734	(15,506)
Corporate Operating Costs	118,442	0	118,442	113,705	(4,737)	121,608	3,166
Administration and Finance	163,780	0	163,780	128,761	(35,019)	168,949	5,169
Legal & Democratic Services	70,000	0	70,000	35,012	(34,988)	70,000	0
Human Resources	161,502	0	161,502	109,695	(51,807)	147,150	(14,352)
Office Accommodation (Parke)	108,288	9,227	117,515	95,693	(21,822)	116,967	(548)
Office Accommodation (Princetown)	36,386	2,120	38,506	25,630	(12,876)	34,239	(4,267)
<b>Corporate Services</b>	<b>868,638</b>	<b>11,347</b>	<b>879,985</b>	<b>658,775</b>	<b>(221,210)</b>	<b>853,647</b>	<b>(26,338)</b>
Project Fund	75,000	(74,032)	968	0	(968)	968	0
<b>Total Net Expenditure</b>	<b>4,061,448</b>	<b>34,423</b>	<b>4,095,871</b>	<b>2,567,824</b>	<b>(1,528,047)</b>	<b>4,084,762</b>	<b>(11,109)</b>
<b>Funded By:</b>	<b>£</b>			<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
National Park Grant	(3,825,865)		(3,825,865)	(3,015,366)	810,499	(3,825,865)	0
From Reserves per Budget	(235,583)	23,000	(212,583)		212,583	(212,583)	0
Other Reserve Movements:	0		0	0	0	0	0
B/Fwd orders and commitments		(57,423)	(57,423)	0	57,423	(57,423)	0
Grants and Contributions to allocate at year end						(13,850)	(13,850)
Carry forwards at Year end			0	0	0	0	0
<b>Total</b>	<b>(4,061,448)</b>	<b>(34,423)</b>	<b>(4,095,871)</b>	<b>(3,015,366)</b>	<b>1,080,505</b>	<b>(4,109,721)</b>	<b>(13,850)</b>
<b>Budget Variation - (Under) / Over Spend</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(447,542)</b>	<b>(447,542)</b>	<b>(24,959)</b>	<b>(24,959)</b>

VARIANCE ANALYSIS	Salaries	Travel & Subsistence	Premises	Transport	Supplies & Services	Expenditure Overspend (Underspend)	Grants	Sales Fees & Charges	Income Deficit (Surplus)	Total Variance Deficit (Surplus)	Explanation
	£	£	£	£	£	£	£	£	£	£	
BIO-DIVERSITY	674	(52)			(15,464)	(14,842)	0		0	(14,842)	Part of nature recovery project - habitat ground truthing, deferred until next year Filming income, managing own land less than budgeted.
LAND MANAGEMENT	(213)	(206)			(3,107)	(3,526)	0	(4,000)	(4,000)	(7,526)	
ELMS											
FARMING IN PROTECTED LANDSCAPES											
GREEN RECOVERY CHALLENGE FUND											
WOODLANDS	744	(100)			(5,389)	(4,745)	0	(280)	(280)	(5,025)	Dependant on storm damage and resource issues.
HEADWATERS PROJECT											
PEATLANDS PROJECT											
FACILITATION FUND											
HILL FARM PROJECT						0			0	0	
<b>NATURAL ENVIRONMENT</b>	<b>1,205</b>	<b>(358)</b>	<b>0</b>	<b>0</b>	<b>(23,960)</b>	<b>(23,113)</b>	<b>0</b>	<b>(4,280)</b>	<b>(4,280)</b>	<b>(27,393)</b>	
ARCHAEOLOGY	2,417	(487)		0	(3,848)	(1,918)	0	(150)	(150)	(2,068)	Minor works less than budgeted?
BUILT ENVIRONMENT	3,347	258			7,284	10,889		0	0	10,889	New employee removal expenditure costs
UPPACOTT		16	8,116		32	8,164		(110)	(110)	8,054	Refurbishment of the cottage not in budget, could use reserves
<b>CULTURAL HERITAGE</b>	<b>5,764</b>	<b>(213)</b>	<b>8,116</b>	<b>0</b>	<b>3,468</b>	<b>17,135</b>	<b>0</b>	<b>(260)</b>	<b>(260)</b>	<b>16,875</b>	
VISITOR FACILITIES	(2,753)	(250)	2,841	52	(2,582)	(2,692)	0	3,701	3,701	1,009	Car parking income not on target
ACCESS & RECREATION	302	(327)		252	(4,090)	(3,863)	(2,555)		(2,555)	(6,418)	Visitor schemes not undertaken which?
PROW	3,980	0			1,432	5,412	(1,000)		(1,000)	4,412	Impact of pay award
SUSTAINABLE TOURISM & TRANSPORT	167	(150)			(1,598)	(1,581)		(50)	(50)	(1,631)	
<b>RECREATION MANAGEMENT</b>	<b>1,696</b>	<b>(727)</b>	<b>2,841</b>	<b>304</b>	<b>(6,838)</b>	<b>(2,724)</b>	<b>(3,555)</b>	<b>3,651</b>	<b>96</b>	<b>(2,628)</b>	
VISITOR CENTRES	(2,730)	(437)	2,098		4,229	3,160		(3,000)	(3,000)	160	
DISCOVERING DARTMOOR'S WILD											
COMMUNICATIONS	2,237	(237)			(5,252)	(3,252)		500	500	(2,752)	Contactless donation project - will not spend this year due to resource issues - will progress
NATURALLY HEALTHY DARTMOOR											
YOUTH ENGAGEMENT RANGER											
EDUCATION	(17,792)	66		(7)	(912)	(18,645)		(1,223)	(1,223)	(19,868)	Member of staff resigned. Post to be filled in new year
<b>PROMOTING UNDERSTANDING</b>	<b>(18,285)</b>	<b>(608)</b>	<b>2,098</b>	<b>(7)</b>	<b>(1,935)</b>	<b>(18,737)</b>	<b>0</b>	<b>(3,723)</b>	<b>(3,723)</b>	<b>(22,460)</b>	
RANGERS	12,979	0	0	(1,028)	(11,835)	116	(20,548)	(401)	(20,949)	(20,833)	Impact of pay award. Grant income towards cost of Dartmoor Marshals. Visitor
CONSERVATION & ACCESS VOLUNTEERS											
CONSERVATION WORKS SERVICE	(2,440)	11	(243)	(3,093)	(2,294)	(8,059)		(2,746)	(2,746)	(10,805)	Overtime & Fuel - forecast savings
<b>RANGERS, ESTATES &amp; VOLUNTEERS</b>	<b>10,539</b>	<b>11</b>	<b>(243)</b>	<b>(4,121)</b>	<b>(14,129)</b>	<b>(7,943)</b>	<b>(20,548)</b>	<b>(3,147)</b>	<b>(23,695)</b>	<b>(31,638)</b>	
DEVELOPMENT MANAGEMENT	(5,200)	(210)		0	48,113	42,703		19,648	19,648	62,351	Pay award. New staff related cost and recruitment. Planning fees less than target budget. Implementation of Planning software
<b>DEVELOPMENT MANAGEMENT</b>	<b>(5,200)</b>	<b>(210)</b>	<b>0</b>	<b>0</b>	<b>48,113</b>	<b>42,703</b>	<b>0</b>	<b>19,648</b>	<b>19,648</b>	<b>62,351</b>	
FORWARD PLANNING & COMMUNITY	18,229	(750)		0	25,207	42,686		(5)	(5)	42,681	Increased external funding project management costs, recruitment and pay award. Monies for Farm Carbon Toolkit and local plan costs
<b>FORWARD PLANNING</b>	<b>18,229</b>	<b>(750)</b>	<b>0</b>	<b>0</b>	<b>25,207</b>	<b>42,686</b>	<b>0</b>	<b>(5)</b>	<b>(5)</b>	<b>42,681</b>	
CORPORATE CENTRE	(8,411)	(3,250)		0	300	(11,361)		(11,198)	(11,198)	(22,559)	Vacancy & travel savings. Donate for dartmoor to be carried forward
<b>CORPORATE &amp; DEMOCRATIC CORE</b>	<b>(8,411)</b>	<b>(3,250)</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>(11,361)</b>	<b>0</b>	<b>(11,198)</b>	<b>(11,198)</b>	<b>(22,559)</b>	
INFORMATION TECHNOLOGY	(13,554)	(567)		118	(1,503)	(15,506)		0	0	(15,506)	VDA licences saving. Vacancy and travel savings
CORPORATE OPERATING COSTS			0	(743)	3,946	3,203		(37)	(37)	3,166	Insurance. iDox increased maintenance fee and upgrade, but refund of £3672 may be due
ADMIN & FINANCE	4,765	0			404	5,169		0	0	5,169	new PT temporary post.
LEGAL		0			0	0		0	0	0	
HUMAN RESOURCES	(7,826)	(450)			(5,226)	(13,502)		(850)	(850)	(14,352)	Corporate Training less than budgeted, due to COVID restrictions. Saving in staff budget
OFFICE ACCOMMODATION (PARKE)	484	0	(1,032)			(548)		0	0	(548)	Path maintenance delayed until next year.
OFFICE ACCOMMODATION (PRINCETOWN)	0		(4,203)			(4,203)		(64)	(64)	(4,267)	Business rate relief due to COVID. Budget for Oil for Prince Town boiler, which is unlikely to
<b>CORPORATE SERVICES</b>	<b>(16,131)</b>	<b>(1,017)</b>	<b>(5,235)</b>	<b>(625)</b>	<b>(2,379)</b>	<b>(25,387)</b>	<b>0</b>	<b>(951)</b>	<b>(951)</b>	<b>(26,338)</b>	
Reserve movements					0	0			0	(13,850)	
					0	0			0	0	
					0	0			0	0	
<b>REVENUE EXPENDITURE</b>	<b>(10,594)</b>	<b>(7,122)</b>	<b>7,577</b>	<b>(4,449)</b>	<b>27,847</b>	<b>13,259</b>	<b>(24,103)</b>	<b>(265)</b>	<b>(24,368)</b>	<b>(24,959)</b>	

## GENERAL FUND RESERVE BALANCES

Appendix 3 to Report No. NPA/22/006

GENERAL FUND RESERVE BALANCES	2019/20	2019/20	2019/20	2019/20	2020/21	2020/21	2020/21	2020/21	2021/22	2021/22	2021/22	2021/22	2022/23	2023/24	2023/24	
	Opening	Transfers	Transfers	Closing	Transfers	Transfers	Transfers	Closing	Transfers	Transfers	Transfers	Forecast	Forecast	Forecast	Forecast	Notes
	Balance	Out & Within	In	Balance	Out	within	In	Balance	Out	within	In	Movements	Movements	Movements	Closing	
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
<b>Ringfenced External Grants &amp; Contributions with Restrictions</b>																
Hill Farm Project (Princes Countryside Fund)	(8,957)	8,957	(35,330)	(35,330)			(6,286)	(41,616)	41,616			0	0	0	0	Cash balances are carried forward at each year end as allocated to expenditure
English Heritage: White Horse Hill	(20,036)			(20,036)	20,036			0				0			0	
Communities Fund Grant (from District Councils)	(50,429)	9,196	(68,566)	(109,799)	20,000		(11,040)	(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)				(10,000)			(10,000)	Community planning referendums
DCLG - Unringfenced Grants	(104,667)	37,173	(17,446)	(84,940)				(84,940)	31,434			(53,506)	33,433	20,073	0	Planning support
Donate for Dartmoor Balances (public donations)	(18,879)	18,876	(22,064)	(22,067)	17,500		(5,006)	(9,573)	9,573		(10,497)	(10,497)			0	Cash balances are carried forward at each year end as allocated to expenditure
Historic England - PALS Grant	(9,891)	7,050		(2,841)		2,841		0							0	
Volunteer Award Prize money	(1,000)	1,000		0				0							0	
Police & Crime Commissioner Grant - Dartmoor Marshals Scheme	(5,000)			(5,000)	5,000		(5,000)	(5,000)	5,000						0	
Historic England - Monument Management Scheme	(7,781)	7,781		0				0							0	
Historic England - Adopt a monument	(252)			0				0							0	
Peatland Partnership	(35,000)	(80,411)		(115,411)	41,945		(1,931)	(75,397)	29,755			(45,642)	45,642		0	NPA17/041 - 3 year project.
Invasive Species (Soth West Water)	(5,000)	5,000		0				0							0	
ELMS Test and Trials project	(27,500)		(5,255)	(32,755)	20,883			(11,872)	11,872						0	Cash balances are carried forward at each year end as allocated to expenditure
Dartmoor Headwaters Project (Environment Agency)	(1,524)		(113,597)	(115,121)	115,121			0							0	Cash balances are carried forward at each year end as allocated to expenditure
Woodland Trust - Conservation Volunteers			(5,000)	(5,000)				(5,000)	5,000						0	
Access - MoD			(4,000)	(4,000)	4,000			0							0	
PRoW - MoD			(2,000)	(2,000)	2,000			0							0	
Clarion Housing #iwill							(7,600)	(7,600)	7,600						0	
Clif Bar - Conservation Volunteers							(10,000)	(10,000)	10,000						0	
Moor Medieval book sales							(3,027)	(3,027)				(3,027)	3,027		0	
South West Water - Invasives Project							(11,500)	(11,500)	11,500						0	
Defence infrastructure - Nattor Down							(1,250)	(1,250)	1,250						0	
Natural England - Ground Truthing							(5,500)	(5,500)	5,500						0	
Defence infrastructure - River Tavey bridge feasibility							(5,000)	(5,000)	5,000						0	
								0							0	
<b>Budget Management Fund - Provisions (risk based)</b>																
Employees	(52,000)			(52,000)				(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)				(250,000)			(250,000)	See risk assessment for breakdown
Loss of Income and Inflation	(34,500)			(34,500)				(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	(83,733)	50,000		(33,733)				(33,733)				(33,733)			(33,733)	
Climate Change /Emergency Declaration		(50,000)		(50,000)				(50,000)	25,000			(25,000)	25,000		0	NPA/19/020
Annual Revenue Outturn	(69,394)	69,397	(179,958)	(179,955)	163,095	(19,638)	(170,684)	(207,182)	112,895			(94,287)	94,286		(1)	NPA/21/009
<b>Capital Expenditure Fund</b>																
Vehicles - Sinking Fund - Replacement	(127,321)			(127,321)				(127,321)	2,231		(2,321)	(127,411)	2,231		(125,180)	CWT vehicle in 2021/21 deferred until 2022/23
Property - Sinking Fund - Repairs & Maintenance	(210,000)	10,000		(200,000)				(200,000)	30,000		(30,000)	(200,000)	30,000		(170,000)	Uppacott cottage refurbishment use in 2022/23
Planning IT system						(50,000)		(50,000)	50,000		(50,000)	(50,000)			(50,000)	In year efficient savings therefore no call on reserves
<b>Known Commitments</b>																
Local Plan Review	(81,905)	24,500	(8,015)	(65,420)	63,015	2,405		0				0			0	Built into the MTFP - may need to top up
Local Plan Review Contracts - work in progress	(7,000)	7,000		0				0				0			0	C/Fwds at year end
All Moor Butterflies NPA/15/037	(7,500)	7,500		0				0				0			0	3 year programme
National Park Management Plan	(16,000)		(9,590)	(25,590)				(25,590)				(25,590)			(25,590)	C/Fwd to be used as required
2018/19 Commitments to carry forward	(78,243)	78,243		0				0				0			0	C/Fwd from 2018/19
Historic Farm Buildings Grant Scheme Support	(14,392)			(14,392)		14,392		0				0			0	C/Fwd from 2018/19
Conservation Volunteers - DNPA Commitment			(5,000)	(5,000)				(5,000)	5,000						0	C/fwd from 2019/20 to be used as match funding
2019/20 Commitments to carry forward			(75,154)	(75,154)	75,154			0				0			0	C/fwd from 2019/20
2020/21 Commitments to carry forward							(91,525)	(91,525)	91,525						0	C/fwd from 2020/21
															0	
<b>Capital Receipts Unapplied</b>			(20,769)	(20,769)				(20,769)	20,769		(20,769)	(20,769)	20,769		0	CWT vehicle in 2021/21. deferred to 2022/23
<b>Match Funding Reserve</b>																
Cash Flow management of external funding bids	(400,000)	203,500		(196,500)		(40,000)		(236,500)				(236,500)			(236,500)	To cover cash flow delay when claiming in arrears
Greater Dartmoor LEAF 2015-2020	(13,800)	6,900		(6,900)	6,900			0				0			0	NPA/14/038 for 6 years 2015-2020
Discovering Dartmoor's Wild Stories	(22,288)	22,288		0				0				0			0	
Moor Otters	(38,000)	29,000		(9,000)	9,000			0				0			0	Project Surplus to be allocated to 3 projects in 2018/19 & 2019/20
Discover England Fund - Make Great Memories	(750)	750		0				0				0			0	NPA18/003 all contributions paid from within revenue budget
SW Peatland Partnership	(119,477)	119,477		0				0				0			0	Completed Summer 2020
Postbridge Visitor Centre Building Project	(140,000)			(140,000)		140,000		0				0			0	NPA18/017
Public Arts Project 2020		(120,000)		(120,000)				(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				0		(125,000)		(125,000)			(125,000)	NPA/21/020
Green Recovery Challenge Fund - Cahnnging Lives, Nuturing Nature								0		(22,000)		(22,000)	22,000		0	NPA/21/016
Unallocated fund balance	(161,346)	(145,691)		(307,037)		(50,000)		(357,037)	147,000			(210,037)			(210,037)	Allocate to the National Lottery Heritage Fund bid when the Fund re-opens (delayed due to Covid 19)
<b>Total Earmarked Reserves</b>	<b>(2,233,565)</b>	<b>327,738</b>	<b>(571,744)</b>	<b>(2,477,571)</b>	<b>563,649</b>	<b>0</b>	<b>(335,349)</b>	<b>(2,249,271)</b>	<b>517,850</b>	<b>0</b>	<b>(113,587)</b>	<b>(1,845,008)</b>	<b>382,394</b>	<b>20,073</b>	<b>(1,442,541)</b>	
<b>General Reserve (unallocated emergency reserve)</b>	<b>(500,000)</b>			<b>(500,000)</b>				<b>(500,000)</b>				<b>(500,000)</b>			<b>(500,000)</b>	
<b>Total General Fund Balance</b>	<b>(2,733,565)</b>	<b>327,738</b>	<b>(571,744)</b>	<b>(2,977,571)</b>	<b>563,649</b>	<b>0</b>	<b>(335,349)</b>	<b>(2,749,271)</b>	<b>517,850</b>	<b>0</b>	<b>(113,587)</b>	<b>(2,345,008)</b>	<b>382,394</b>	<b>20,073</b>	<b>(1,942,541)</b>	

2021/22 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2021/22 Opening Balance £'000	2021/22 Closing Balance £'000
<b>Grants &amp; Contributions with Restrictions carried forward:</b> Grants & Contributions with Restrictions	N/A	Actual	(388)	(219)
<b>Employees:</b> Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)	(52)
<b>Costs &amp; Awards:</b> Appeals / Public Enquiries / Litigation	High	Est.	(250)	(250)
<b>Loss of Income and / or Price Increases:</b> Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(35)	(35)
<b>Capital - Property:</b> Repairs & maintenance (sinking fund)	High	Est.	(200)	(200)
<b>Capital - Vehicles</b> Provision for future replacement of vehicles (sinking fund)	High	Est.	(127)	(127)
<b>Capital Receipts Reserve</b>	N/A	Actual	(21)	(21)
Climate Change	N/A	Actual	(50)	(25)
Planning IT System	N/A	Actual	(50)	(50)
<b>Known Commitments/Contracts</b>				
Local Plan Review	N/A	Actual	0	0
National Park Management Plan	N/A	Actual	(25)	(25)
Contracts - work in progress	N/A	Actual	(97)	0
<b>Match Funding Reserve</b>				
Cash Flow Management of Externally funded projects	N/A	Actual	(236)	(236)
South West peatland Partnership	N/A	Actual	0	(125)
Green Recovery Challenge Fund	N/A	Actual	0	(22)
Public Arts Project - Moor Otters II	N/A	Actual	(120)	(120)
Unallocated fund balance	N/A	Actual	(357)	(210)
<b>Revenue</b>				
Invest to save and / or Generate Projects	N/A	Actual	(34)	(34)
Revenue Outturn Surplus - to be reallocated	N/A	Actual	(207)	(94)
<b>General Reserve - Minimum amount to cover unanticipated costs / emergencies</b>	N/A	Actual	(500)	(500)
<b>Total Reserve Balance</b>			<b>(2,749)</b>	<b>(2,345)</b>



NPA/22/007

## Dartmoor National Park Authority

4 February 2022

### **Business Plan Monitoring 2021/22 (April 2021 – December 2021)**

Report of the Head of Organisational Development

Recommendation : **That Members note the content of the report and comment on performance and progress to date against the key actions identified in the 2021/22 Business Plan**

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

- 1.1 This report informs Members of the Authority's performance in Quarter 3 against the key actions identified in the Business Plan for 2021/22.
- 1.2 The Authority uses a spreadsheet (traffic light system) to track progress which is reviewed by Leadership Team each quarter. A copy of the Business Plan monitoring spreadsheet for 2021/22 is attached in Appendix 1.
- 1.3 Members will be aware that whilst this report focuses on specific key actions, the current Business Plan also recognises that the Authority's core business continues on a daily basis.

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

2.1 The Business Plan 2021/22 identifies 27 key actions relating to the following priorities for the Authority:

1. Better for Nature
2. Better for Cultural Heritage
3. Better for Farming and Forestry
4. Better for People
5. Better for Communities and Business
6. Be an excellent organisation

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

2.3 Progress made against the 26\* key actions is summarised below:

<b>Progress</b>	<b>No.</b>	<b>%</b>
On target / completed	<b>12</b>	<b>46</b>
Delayed / behind schedule	<b>10</b>	<b>39</b>
Unlikely to complete / will not be completed	<b>4</b>	<b>15</b>

\* Key action 22 (Moorscapes) incorporated into key action 26 (NHLF bid)

2.4 Two key actions will not be completed in 2021/22:

<b>No.</b>	<b>Key action</b>	<b>Reason</b>
4	Produce species re-introduction strategy	Officer capacity and revised priorities
14	Implement the Recreation Strategy	Officer capacity and revised priorities, positive focus on visitor management in 2021/22; managing responses to byelaw review

2.5 Members will note that more than half of the key actions (14 of 26) are delayed or behind schedule. Leadership Team is closely monitoring workloads across the Authority as the ongoing pandemic, as well as increased staff turnover, maintaining day to day services and other priorities such as launching the Farming in Protected Landscapes scheme and managing proposed changes to the Dartmoor's byelaws have all had a cumulative impact on delivering the Business Plan key actions.

2.6 It is possible that there may be further slippage on some key actions. Leadership Team will be monitoring this closely.

2.7 While there are delays in delivering some key actions our staff remain as committed as ever to deliver for Dartmoor.

2.8 Members are invited to analyse the Business Plan monitoring spreadsheet and question or seek assurances regarding the delivery of the 2021/22 Business Plan.

### **3 Equality and Sustainability Impact**

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

### **4 Financial Implications**

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

### **5 Conclusion**

5.1 Members will note that the Authority has made significant progress against most of the key actions set out in the Business Plan 2021/22.

- 5.2 The report also highlights that the Leadership Team has identified some services are experiencing periods of high workload. They are therefore taking action to provide additional support, communication and understanding to service managers, in order to ensure staff are able to manage and work effectively.

NEIL WHITE

**Attachments: Appendix 1 – Business Plan Monitor 2021/22**

2022 02 04 NW Business Plan Monitoring 2021/22 (April 2021 – December 2021)



Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
<b>BETTER FOR NATURE</b>						
1	<p><b>Working with the SW Peatland Partnership deliver a programme of Peatland Restoration</b></p> <p><b>Outcome sought:</b> Restoration and enhancement of 1000 ha of peatland on Dartmoor by 2026. Agreed strategy and funding for future delivery.</p> <p>Increased local capacity and skills to support on-going delivery.</p>	RD	<p><b>Milestone:</b> Subject to Landowner and Commoners support submit a bid to the Defra Nature for Climate Fund . Meeting of the Peatland Partnership to review progress and reflect on lesson learnt</p>	<p><b>Milestone:</b> In August start contracted restoration at Red Lake, Left Lake and Blackhill</p>	<p><b>Milestone:</b> . Appoint new staff and start work at new sites.</p>	<p><b>Milestone:</b> By 31 March 2021 Complete contracted work at Red Lake, Left Lake and Black Hill. Complete further 157 ha of restoration at sites agreed through N4C bid</p>
			<p><b>Actual progress:</b> Meeting of the Peatland partnership took place on 2 June which incorporated a site visit. Landowners and Commoners supported a bid to the N4C Fund which was submitted on 25 June. Further milestone depend on the outcome of this application</p> <p style="text-align: center;"><b>G</b></p>	<p><b>Actual progress:</b> The Nature for Climate bid was successful providing circa £8m for capital works on Dartmoor between now and March 2025, funding also secured for additional staff .. Restoration has started at Black Hill and also at Buckfastleigh Moor (funded through previous grants).</p> <p style="text-align: center;"><b>G</b></p>	<p><b>Actual progress:</b> Work completed at Buckfastleigh Moor, Black Hill and Redlake. Leftlake to complete in Jan. Work at Prison Farm due to start in Jan/Feb. DNPA Restoration and Historic Environment Officers recruited. SWW posts to be recruited early Q4.</p> <p style="text-align: center;"><b>G</b></p>	<p><b>Actual progress:</b></p>
2	<p><b>Deliver landscape scale nature enhancement</b></p> <p><b>Outcome sought:</b> Pilot nature enhancement/recovery at a landscape scale across at least two catchments working with clusters of landowners/farmers to identify and develop opportunities and engaging local communities where possible.</p>	CG	<p><b>Milestone:</b> Promotion of approach and engage with land managers and establish one farm cluster group in 4 pilot catchments. Communication plan agreed.</p>	<p><b>Milestone:</b> Continue to develop clusters in 2 pilot catchments and explore significant opportunities in other areas as opportunities arise. Engage with appropriate groups and promote strategy to wider audience.</p>	<p><b>Milestone:</b> Continue to support emerging landscape scale opportunities with partners.Focus on facilitating collaboration within the farming community. Ensure coordination with other complimentary initiatives such as HFP to enhance the farmer offer and continue to develop at least 2 clusters within pilot catchments.</p>	<p><b>Milestone:</b> Continue to work with clusters, develop visions if appropriate. Review approach and start talks with potential new clusters.</p>
			<p><b>Actual progress:</b> No new farm clusters established yet. DA re-assigned to deliver FiPL. Members working group established. Engagement plan produced and agreed by relevant groups. Promotion of DNE in key areas and engagement with farmers and partners. Focus on opportunistic areas including Maristow, Burrator and Dean Burn.</p> <p style="text-align: center;"><b>A</b></p>	<p><b>Actual progress:</b> No progress with engaging/enabling new clusters or facilitating land manager collaboration as priority has been given to developing a pipeline of projects for FiPL which is opening up opportunities for collaboration. Authority reporting September 2021 and engagement to wider audiences will follow in Q3.</p> <p style="text-align: center;"><b>A</b></p>	<p><b>Actual progress:</b> Provided assistance to Maristow with landscape proposals and advice to SWLT in relation to Burrator catchment. Progress continues with FiPL applications but not followed up with wider landscape opportunities. No progress with cluster or farmer engagement.</p> <p style="text-align: center;"><b>A</b></p>	<p><b>Actual progress:</b></p>
3	<p><b>Undertake soils surveys and develop project to enhance and monitor soil structure</b></p> <p><b>Outcome sought:</b> Maximise carbon storage potential and retention within key Dartmoor soils.</p> <p>By 2025 work with 50 farm businesses to explore and implement agreed measures to enhance soil structure and monitor results</p>	CG	<p><b>Milestone:</b> Establish agreed project plan in partnership with Duchy of Cornwall working with Dartmoor farmers to establish carbon budget and provide advice to mitigate.</p>	<p><b>Milestone:</b> Facilitate soils workshop to explore previous project findings and inform future soils initiatives</p>	<p><b>Milestone:</b> Develop project to identify, improve and maximise soil condition and carbon potential</p>	<p><b>Milestone:</b> Secure funding to launch project</p>
			<p><b>Actual progress:</b> Discussed with DoC but no progress made to date due to lack of resources - loss of staff, failure to recruit for PO post and re-assignment of DA</p> <p style="text-align: center;"><b>R</b></p>	<p><b>Actual progress:</b> Soils workshop organised for October to discuss learning, priorities and next steps. This will feed into our thinking and approach for NFM and the HFP soils initiative.</p> <p style="text-align: center;"><b>A</b></p>	<p><b>Actual progress:</b> Workshop held with partners and soil experts to discuss issues, internal meeting planned to finalise and launch programme in Q4.</p> <p style="text-align: center;"><b>A</b></p>	<p><b>Actual progress:</b></p>
4	<p><b>Produce species re-introduction strategy</b></p> <p><b>Outcome sought:</b> Strategic approach focusing on species that support the greatest environmental benefit and are supported by Dartmoor community.</p>	CG	<p><b>Milestone:</b> Form task and Finish group to inform scope of strategy</p>	<p><b>Milestone:</b> Delayed until 22/23 due to workload and other priorities</p>	<b>WILL NOT BE COMPLETED IN 2021/22</b>	
			<p><b>Actual progress:</b> Liaised with partners and have formed core group. Decision made to delay this work due to other priorities, will resume in Q2/3.</p> <p style="text-align: center;"><b>A</b></p>			
5	<p><b>Expand the Dartmoor Headwaters Natural Flood Risk Management Project</b></p> <p><b>Outcome sought:</b> Test natural approaches to flood management that deliver a range of public benefits in a way that supports the farming/land owning community. Agree future priorities and funding. Contribute to thinking on Environmental Land Management.</p>	CG	<p><b>Milestone:</b> Recruit second NFM Officer. Produce lessons learnt document from Phase 1 and develop structure for integrated catchment delivery</p>	<p><b>Milestone:</b> Produce business plan for Phase 2. Start NFM work on Lemon if funding available. Work with Dartmoor communities to promote NFM and identify works for 22/23</p>	<p><b>Milestone:</b> Finalise business plan for Ph2. Carry out NFM works in legacy catchments and continue to work to promote future schemes</p>	<p><b>Milestone:</b> Finish Lemon and legacy catchment works.</p>
			<p><b>Actual progress:</b> JD/PS drafted but recruitment delayed due to finalisation of 6 year contract and EA decision to recruit in Q2. Lessons learnt produced and integrated structure developed and agreed by all partners.</p> <p style="text-align: center;"><b>A</b></p>	<p><b>Actual progress:</b> Report on lower reaches of Lemon complete by EA but upper reaches remains incomplete due to priorities around Newton Abbot. Business plan and partnership agreement progressed but incomplete. Expected in Q3. NFM tool launched to identify priorities for ph 2. Work to promote NFM principally through FiPL.</p> <p style="text-align: center;"><b>A</b></p>	<p><b>Actual progress:</b> Collaborative agreement finalised. EA still working on business case that will not be complete until April. NFM delivery continued through FiPL. Recruitment attempted for NFM Officer and archaeologist but unsuccessful. Will readvertise with 2 additional NFM posts in Jan. Integrated Headwaters team agreed and NFM prioritisation will include nature enhancement catchments.</p> <p style="text-align: center;"><b>G</b></p>	<p><b>Actual progress:</b></p>
6	<p><b>Delivering Biodiversity Net Gain</b></p> <p><b>Outcome sought:</b> Prepare a Supplementary Planning Document (SPD) to guide the delivery of a broad approach to Biodiversity Net Gain through emerging Local Plan policy. With potential for pilot project links with Environmental Land Management and Natural Flood Management.</p>	DJ	<p><b>Milestone:</b> Scope project options with partners</p>	<p><b>Milestone:</b> Outline guidance drafted for internal discussion</p>	<p><b>Milestone:</b> External partners engagement</p>	<p><b>Milestone:</b> Agreement of draft and publication for consultation</p>
			<p><b>Actual progress:</b> Initial partner discussion and feedback on draft joint document. Need to review impact of Natural England's Biodiversity Metric 3.0. Early indication from examination is that emerging Local Plan policy is sound and adoptable.</p> <p style="text-align: center;"><b>A</b></p>	<p><b>Actual progress:</b> Continued discussion/input around joined guidance and planned officer training session for Q3. Scoping of review of DM Validation Guidance for further work in Q3.</p> <p style="text-align: center;"><b>A</b></p>	<p><b>Actual progress:</b> BNG policy adopted with new Local Plan. BNG DM Officer training scheduled for 12th Jan. DNPA inputted further to Devon wide BNG technical guidance (DNPA most significant contributor to date) that will be 'endorsed' across Devon, current agreement is not to consult publicly and treat the guidance as 'Beta' with endorsement from Members.</p> <p style="text-align: center;"><b>A</b></p>	<p><b>Actual progress:</b></p>



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<b>BETTER CULTURAL HERITAGE</b>						
7	<b>Valuing Cultural Heritage</b>  <b>Outcome sought:</b> Apply agreed methodology to assess historic environment significance, priorities and constraints for use by conservation projects operating at a landscape scale	CG	<b>Milestone:</b> Finalise methodology, identify priority areas and tender contract for surveys	<b>Milestone:</b> Complete first catchment survey	<b>Milestone:</b> Complete second catchment survey	<b>Milestone:</b> Complete third catchment survey and review results/methodology
			<b>Actual progress:</b> Methodology developed, some priority areas identified but contracts delayed until EA have defined priority catchments for next phase of NFM	G	<b>Actual progress:</b> Survey methodology complete, tender drafted. EA produced tool to help define NFM priorities but still awaiting confirmation of priority catchments. SWW and key stakeholders have now determined peatland priorities which will significantly inform NFM areas.	A
8	<b>Undertake a review of Premier Archaeological Landscapes (PALs)</b>  <b>Outcome sought:</b> PALs will be identified; incorporated into new Environmental Land Management system; recognised in landscape scale conservation projects, under proactive management to achieve good condition and their significance widely understood and valued	CG	<b>Milestone:</b> Agree scope of review and commission or undertake internally	<b>Milestone:</b> First draft of review delivered. Help develop methodology for new 'Dartmoor Vision'	<b>Milestone:</b> Final review and recommendations. Agree next steps	<b>Milestone:</b>
			<b>Actual progress:</b> Discussions held with Historic England but no agreement yet on scope or progress with commission	R	<b>Actual progress:</b> Dartmoor vision not progressed. Most PALS surveys now complete and analysis of PAL condition surveys currently being undertaken. Waiting to hear from HE regarding funding opportunities to undertake review. Review to be prioritised and delivered in Q3/4	A
<b>BETTER FOR FARMING AND FORESTRY</b>						
9	<b>Implement Dartmoor Test and Trial. Support Postbridge Farmer Cluster as an example of landscape scale action</b>  <b>Outcome sought:</b> A new Environmental Land Management system that reflects Dartmoor's special qualities and provides scope to maintain and enhance a wide array of public benefits. A role for the Authority in co-designing the system and facilitating in its delivery through advice. Pilot scheme attracting private finance to support environmental outcomes	CG	<b>Milestone:</b> 4 commons and associated home farms trial management plan and PBR concept. Explore opportunities for Landscape component T&T. Delivery of blended finance model through DEF and partnership with Palladium to identify natural capital values and potential markets linked to landscape scale	<b>Milestone:</b> First and second draft of final Test and Trials report produced for feedback. Finish trails with commons and home farms. Disseminate learning and engage with new audiences on Natural Capital, Payment by Results, Management Plan and Role of DNPA. Decision on bid to the Natural Environment Investment Fund expected(NEIRF)	<b>Milestone:</b> Development of Devon Environment Fund proposals through private investment funds. Final report to Defra on T&T	<b>Milestone:</b> Formalise partnership and purchasing agreements between farmers, delivery partners and beneficiaries for blended finance projects. <b>REVISED</b> - Explore opportunities with Defra, Project Board and Farmers to run new T&T around key findings such as payment by results. Submit application if appropriate
			<b>Actual progress:</b> First stage trials complete on 3 commons and home farms (1 common has not engaged). Decision made not to pursue Landscape Recovery T&T due to other commitments and perceived benefit. Blended finance project delayed due to other HFP commitments but will complete in Q2	G	<b>Actual progress:</b> Second iteration of scorecard being tested. First draft of report presented to PB with recommendations provided on format and messaging. Workshop with Postbridge cluster and DEF complete. Meetings complete with 3 commons around governance, payments and design. Working with Duchy to secure financial assistance to produce PBR metrics. All four objectives largely on track. NEIRF bid unsuccessful.	G
10	<b>Dartmoor Hill Farm Project</b>  <b>Outcome sought:</b> Support for farm businesses across the National Park to help them deliver a range of public goods as part of a sustainable business and promote effective collaboration.	DA	<b>Milestone:</b> Recruit a new Hill Farm Officer to match developing areas of work such as the Resilience Programme and Future Farming Resilience Fund. Develop and promote a new events and activities programme for 2021-22	<b>Milestone:</b> Initiate a second round of the Prince's Farm Resilience Programme with Prince's Countryside Fund and reinvigorate the Dartmoor Facilitation Fund with new cluster groups and events. Help to initiate the Farming in Protected Landscapes Grant programme and to develop governance, advisory and promotional roles	<b>Milestone:</b> Advocacy of FiPL. Work with NE to support farming community with HLS agreements that are about to expire.	<b>Milestone:</b> Focus on supporting new applicants to the SFI and potential applicants to the Local Nature Recovery Pilot. Support CS and other grant programmes through promotion, guidance and advice
			<b>Actual progress:</b> Recruitment of Officer unsuccessful due to limited interest and unsuitable candidates. Post currently being re-advertised. Successful with PCF/Defra bid to Future Farming Resilience Programme which neighbouring AONBs have expressed an interest in partnering. Existing commitments being delivered (Resilience, OCC etc) but no new programme has been drafted due to staff shortage.	R	<b>Actual progress:</b> Officer recruited and started in early Oct. Farm Resilience Programme on track with 14 farm businesses signed up. Recruitment to Farm for the Future programme (previously FFRP) underway with Tamar and South Devon AONBs joining as partners. Facilitation Fund contract extended but not progressed to date due to capacity. Hosted events for Defra SFI and slurry investment fund teams. Strong focus on FiPL delivery with 60 applications/EOI to date.	A
11	<b>Deliver the Common Cause Project</b>  <b>Outcome sought:</b> Deliver agreed outcomes for National Lottery Heritage Funded programme including: shared local visions for commons, showcasing new approaches to management of common land to deliver a range of public benefits and improved public understanding of commoning. Contribute to thinking about Environmental Land Management.	RD	<b>Milestone:</b> Dartmoor Project Officer starts. Agree and start programme of induction with Dartmoor staff and partners. Finalise local work programme.	<b>Milestone:</b> Meeting of the Dartmoor Local Area Group.	<b>Milestone:</b> Third meeting of the Local Area Group. Continued delivery of projects. Communicate project to wider local audience. Establish third common for visioning process.	<b>Milestone:</b> Fourth meeting of the LAG to discuss Cost of Commoning. Review Yr 1 delivery
			<b>Actual progress:</b> Dartmoor Project Officer started and a programme of meetings and site visits with partners and to Commons has started with earnest. Local work programme and projects been discussed locally and second meeting of the Local Area Group is planned for 20 July.	G	<b>Actual progress:</b> Second meeting of Local Area Group (LAG) held in September. Progress against key milestones is good. Projects have been initiated on both Holne and Harford/Ugborough. Volunteers have supported the work on both commons. LAG agreed way forward for developing management plans to support delivery of visions	G

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12	<b>Deliver Farming in Protected Landscapes programme</b> (subject to funding from Defra)  <b>Outcome sought:</b> Prepare farmers for new Environmental Land Management schemes; deliver environmental outcomes and access improvements.	JS	<b>Milestone:</b> Secure funding from Defra, clarify National Framework, start recruitment process and ensure we have process and procedures in place to implement the programme including establishing Local Assessment Panel.	<b>Milestone:</b> Project enquiries received at sufficient level to utilise available funding, Local Assessment Panel appointed and functioning well (awarding funding), matrix team supporting applicants, dedicated project staff in post, Defra and internal processes and procedures working.	<b>Milestone:</b> Dependent on funding from Defra	<b>Milestone:</b> Dependent on funding from Defra
			<b>Actual progress:</b> Defra launched FiPL on 24 June 2021 with a go live date for applications of 1 July 2021. We have advertised for a FiPL project officer and appointed an internal project manager (James Sharpe) and developed a team approach to project development and applications. Authority reported drafted for July meeting seeking formal approval, changes to financial regulations, agreement on Local Assessment Panel etc. <b>G</b>	<b>Actual progress:</b> 4 projects awarded at a value of £38k (2 above £5k and 2 under) at the first Local Assessment Panel meeting in September. We have around 60 projects in pipeline at the end of the quarter, there is still a steady flow of enquiries with 15 of those having come in during the last month of the quarter. Current estimated pipeline value is Yr1 £300k, Yr2 £200k, Yr3 £50k. Main risk has been around underspend in year one but an opportunity from Defra to reprofile our budgets (deadline 14th Oct) will significantly reduce this risk. 0.6FTE Project Officer started October 2021 along with a possible Project Assistant identified. Matrix team working well. <b>G</b>	<b>Actual progress:</b> 34 applications have been submitted to date, of these 1 has been declined, 7 deferred, 10 are awaiting a decision (next Panel meeting 18/01/22) and 16 have been approved. Value of approved projects is Yr1 £229,433, Yr2 £58,789 and Yr3 £10,250. Defra agreed to reprofile request so project fund is now Yr1 £250k, Yr2 £556,372, Yr3 £503,636. Total number of projects and enquiries at any stage in the pipeline now 111. Two new dedicated staff performing very well. <b>G</b>	<b>Actual progress:</b>
<b>BETTER FOR PEOPLE</b>						
13	<b>Implement Visitor Management Plan for 2021 season</b>  <b>Outcome sought:</b> Visitor behaviour influenced and changed so that negative impact on the fabric of the moor and local communities is reduced and positive impacts increased.	RD	<b>Milestone:</b> Agree a Visitor Management Plan for the NP working in partnership with key agencies, landowners and commoners. Before 12 April Partnership communication messages agreed. Signage implemented across the NP and updated to reflect new messaging as roadmap changes. Volunteers recruited/trained for outreach and engagement. Information Board erected at Two Bridges. Traffic management proposals agreed at Shipley Bridge. Tender process for summer Marshalls completed and contract started. Cost and consider use of Automated Variable Messaging. Develop proposal for submission to Welcome Back fund	<b>Milestone:</b> Aim for 6 Engagement Volunteers working each weekend across the NP. Marshalls deployed across the NP at agreed sites Implement traffic management works at Shipley Bridge, Black Hill and Bonehill. Agree works for Two Bridges and Foggingtor. Be ready to implement S10 of DCA if required. Revised draft byelaws for public consultation	<b>Milestone:</b> Review the season and learn lessons for future. End of season report to Authority.	<b>Milestone:</b> Develop partnership Visitor Management Plan for 2022. Authority to consider consultation responses on revised draft byelaws.
			<b>Actual progress:</b> All actions delivered on time. Variable Messaging not pursued but research is complete and officers can implement in the future if required. <b>G</b>	<b>Actual progress:</b> 6 Engagement Volunteers deployed at weekends across the NP until end September and Marshalls deployed across the NP at agreed sites at weekends during the summer season and daily during school holidays. Traffic management works at Shipley Bridge, and Bonehill completed and works for Two Bridges and Foggingtor agreed. Consultation on draft byelaws started. <b>G</b>	<b>Actual progress:</b> End of season report presented to Authority. Continued work on byelaws review and traffic restrictions at Two Bridges. <b>G</b>	<b>Actual progress:</b>
14	<b>Implement the Recreation Strategy and seek funding to deliver where necessary</b>  <b>Outcome sought:</b> Funding is secured to implement agreed proposals to improve recreational opportunities and support local communities. Visitor motivation study completed to influence future recreation provision. Cycling development plan completed.	RD	<b>Milestone:</b> Scope PHD for Motivations study, seek LT approval and funding. Draft Cycling Development Strategy to Authority for approval	<b>Milestone:</b> Build cycling proposals into Green Transport Strategy and new funding bids.	<b>Milestone:</b> Finalise a strategic plan for visitor management on the A38 Corridor. Draft Cycling vision linked to Green Transport Plan and presented to Authority as integrated vision	<b>Milestone:</b> Delayed until 2022/23 due to other priorities
			<b>Actual progress:</b> Motivations Study not progressed due to other workloads and priorities. Cycling Development Strategy drafted and being shared with partners, report to Authority in October <b>A</b>	<b>Actual progress:</b> First meeting of partners to develop scope and vision for Green Transport Strategy held in September, linked into DCC Bus Improvement Plans and to the SW Active Travel plans. Electric bike taster session to be tested through Welcome Back funding <b>G</b>	<b>Actual progress:</b> Ongoing work in other areas has led to this being delayed until Q1 2022/23. Meetings still in diary but no further work undertaken. <b>R</b>	<b>WILL NOT BE COMPLETED IN 2021/22</b>
15	<b>Pathways Project</b>  <b>Outcome sought:</b> Access routes and associated infrastructure that is in good condition, easy to use and helps support the Dartmoor economy; delivery supported by volunteers and fundraising.	AW	<b>Milestone:</b> Identify Pathways Projects Area(s) for improvement using Asset Management Plan data and survey data and develop a costed programme of improvements.	<b>Milestone:</b> Implement projects and identify schemes as candidates for fundraising or external funding bids including FiPL Implement shovel ready schemes with available funding	<b>Milestone:</b> Implementation of improvement and funded schemes	<b>Milestone:</b> Continue programme of improvement schemes
			<b>Actual progress:</b> A38 corridor, Postbridge cluster and Ivybridge are the areas we are focusing on. Jen is developing a consultation tool with external contractor for use by user groups and interested public/community groups to capture their ideas for route improvements and missing links. We have started discussions with FiPL team on developing access across the National Park with particular focus on Postbridge cluster for this working with several farms in the area. Ivybridge scheme worked up with delivery this summer. Path surveys have re-started this summer with data continuing to inform our asset management plan. <b>A</b>	<b>Actual progress:</b> An online consultation tool has been developed now due to go out in January 2022 to capture access ideas for A38 corridor improvements. Advice given to FiPL team regarding access related works coming through with applications. Advice given to Postbridge cluster farms to support their applications to FiPL. Path surveys with PROW Surveyor App rolled out to volunteers with two training sessions delivered. Data from surveys is being fed into Asset Management Plan. Work for Ivybridge access improvements is scheduled for October. Advice on access and recreation priorities provided to FiPL team <b>A</b>	<b>Actual progress:</b> Ivybridge pathways scheme implementation commenced. Path surveys with volunteers ongoing. FiPL advice re access improvements ongoing. <b>A</b>	<b>Actual progress:</b>
16	<b>Develop a Green Transport Strategy</b>  <b>Outcome sought:</b> A strategy to reduce the impact of cars through congestion or inappropriate parking as people arrive and travel around the National Park by other means of transport. Opportunities for those without access to a car are increased.	RD	<b>Milestone:</b> Set up initial meeting with small working group comprising representatives from the NPMP Visitor Management Group. Define scope and timeline for deliver of the plan.	<b>Milestone:</b> To be completed once the first meeting of the group is held.	<b>Milestone:</b> 2nd meeting of Group to consider next steps and revised timeline.	<b>Milestone:</b>
			<b>Actual progress:</b> <b>R</b>	<b>Actual progress:</b> First meeting of partners to develop scope and vision for Green Transport Strategy held in September, linked into DCC Bus Improvement Plans and to the SW Active Travel plans. Electric bike taster session to be tested through Welcome Back funding <b>A</b>	<b>Actual progress:</b> 2nd meeting of group to be arranged for February. This work has slipped due to team capacity and work on byelaw review. AW/RD/JM to meet to consider how this is taken forward. <b>R</b>	

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17	<b>Secure funding to deliver the Outreach and Engagement Strategy</b>  <b>Outcome sought:</b> Pilot projects are completed informing future longer term partnership projects to increase the diversity of people who are able to enjoy Dartmoor in a sustainable manner.	OR	<b>Milestone:</b> Learn from partnership approaches to funding (Clarion, Access Unlimited) to develop specific, custom, bespoke projects aligned to funder's aims and priorities. Contribute to DNPA GRCF bid2. Search for specific funding pots aligned to the Outreach & Engagement Strategy. Submit bids.	<b>Milestone:</b> Contribute to DNPA GRCF bid2. Search for specific funding pots aligned to the Outreach & Engagement Strategy. Submit bids. Use 'project closure' from Clarion Housing to evaluate future opportunities.	<b>Milestone:</b> Search for specific funding pots aligned to the Outreach & Engagement Strategy. Submit bids. Use evaluation from successful 'Generation Green' GRCF bid to develop succession and legacy bids. Continue relationship with Clarion - exploring opportunities to share learning more widely.	<b>Milestone:</b> Search for specific funding pots aligned to the Outreach & Engagement Strategy. Submit bids. Use evaluation from successful 'Generation Green' GRCF bid to develop succession and legacy bids.
			<b>Actual progress:</b> Review of Clarion - intermediate targets: completed. Activities and engagement planned for August leading to final stage project plus succession strategy discussed. Generation Green progress to date plus lessons learnt, opportunities, barriers - summarised in preparation for meeting with YHA CEO in July. Contribution identifying Community Engagement Rangers to support ambitions in Outreach & Engagement Strategy completed and submitted into next GRCF bid.	<b>Actual progress:</b> GRCF bid successful - authorisation to start project received. Process to recruit 3 posts 'Community Engagement Rangers' started. Clarion Housing evaluation complete: commitment from Clarion to continue the relationship with Dartmoor and expand to other English National Parks. Opportunity for DNPA to build on relationships established with communities and Community Development workers in Plymouth - specifically in wards with high IMD. Generation Green Project delivery on target against key milestones. New 20 day summer programme implemented.	<b>Actual progress:</b> GRCF2 underway with recruitment of Community Engagement Rangers. Generation Green scope for second bid being explored. Clarion continue to be significant partners - hosting an 'Innovation Lab' webinar to cascade learning from partnership with National Parks to other social housing providers. O&E Strategy significant driver in developing NLHF bid (Action 26).	
<b>BETTER FOR COMMUNITIES AND BUSINESSES</b>						
18	<b>Local Plan</b>  <b>Outcome sought:</b> An adopted Local Plan that (together with the Management Plan) provides a framework for the future development and management of the National Park, helps deliver National Park purposes and vibrant communities.	DJ	<b>Milestone:</b> Complete appraisal of Main Modification and publish for consultation	<b>Milestone:</b> Complete consultation on Main Modifications. Undertake summary report and submit to Inspectorate. Internal training on emerging policies.	<b>Milestone:</b> Receipt of Inspectors Final Report and Adoption of Local Plan	<b>Milestone:</b> Complete detailed monitoring framework and report. Undertake external training/workshops on new policies.
			<b>Actual progress:</b> Main modifications agreed, appraised and published for consultation	<b>Actual progress:</b> Consultation on Main Modifications completed. Reports (including additional papers on NPPF compliance and consultation process) completed and submitted to Inspector. Discussion on training programme for Officers and Members.	<b>Actual progress:</b> Inspector's Fact Check Report received and returned. Inspector's Final Report received and published. Statutory notices and notifications completed. Authority report prepared and LP adopted. LP Quick guide written and published. Member training completed. Officer training started and ongoing.	
19	<b>Design Guidance Supplementary Planning Guidance Document (SPD)</b>  <b>Outcome sought:</b> New Design Guidance (in the form of an SPD or code) delivers the government's growing emphasis on good design in a way which conserves and enhances Dartmoor's local distinctiveness.	DJ	<b>Milestone:</b> Scope project options with partners	<b>Milestone:</b> Outline guidance drafted for internal discussion	<b>Milestone:</b> External partners engagement	<b>Milestone:</b> Agreement of draft and publication for consultation
			<b>Actual progress:</b> Not started	<b>Actual progress:</b> Expression of Interest for Design Code/Design Guide pilot funding (phase 2) prepared and submitted to PAS/CLG	<b>Actual progress:</b> CLG yet to make a decision on successful bids.	
20	<b>Dartmoor Community Resilience Project</b>  <b>Outcome sought:</b> The development of a network of peer support project for community groups and businesses leads to new social enterprise and projects which promote sustainable communities.	DJ	<b>Milestone:</b> Hold Network Launch event and second meeting (2) Member recruitment complete (no target) Start training and skillshare programme (minimum 3 sessions)	<b>Milestone:</b> Continue training and skillshare programme (minimum 5 sessions) Six month report due to PCF (1 report, due July) Develop website (1 website) Buy Moor Local initiative (late September) Develop Virtual Arts platform (1)	<b>Milestone:</b> Buy Moor Local initiative delivered (1) Training programme complete (10 sessions delivered, 6 skillshare) sessions Start Evaluation	<b>Milestone:</b> Evaluation complete Final report due (1) Legacy underway
			<b>Actual progress:</b> Second meeting postponed. Training not started due to lack of demand and discussions started with PCF over alternative.	<b>Actual progress:</b> Handover information and outturn report completed. New officer recruited and in post from early October.	<b>Actual progress:</b> DCR - Revised project proposal to PCF. Meeting held. Significant delays waiting for responses from PCF. Progressed work as far as possible recognising risk. Training programme lined up. Covid business survey completed and results published. Web and social media reviewed and updated. Initial meetings with various businesses and business reps. Draft economy/community mission statement.	
21	<b>Moor Otters 2</b>  <b>Outcome sought:</b> A public arts trail that supports local businesses, helps engage new audiences, raises income for National Park projects and raises the profile of the National Park.	SJ	<b>Milestone:</b> By 28th May; Delivery of launch and other key project related events. Manage creation and launch of online auction site. Liaise with media and PR to maximise publicity opportunities. Secure competition prizes. Trail goes live. <b>By 11th June;</b> Auction commemorative catalogue for sale in VCs.	<b>Milestone:</b> Schools Otter project delivered and exhibited in Princetown Visitor Centre. Competitions completed. Otters returned to artists for makeovers. Suitable buyers identified and corporates invited to bid.	<b>Milestone:</b> October 2nd Otters auctioned. Project wash up completed. Celebratory thank you to key stakeholders. Project closes. Complete Business Survey and report to Authority in December	<b>Milestone: None.</b>
			<b>Actual progress:</b> Live since 28th May. Seen a huge response with Otter Spotters out and about. Facebook Group has over 3.1k followers and the Moor Otters Web page is the top ranking page on the Dartmoor site. Two otters have already been 'adopted' raising £7.5k. Public engagement is high, business footfall also high. Retail items are selling well and catalogues now out in Visitor Centres. Media and PR has been strong with excellent coverage of launch of trail continuing through the following weeks. Plenty planned with adoption option and auction event being pushed.	<b>Actual progress:</b> Schools have been involved with Mini Moor Otters and had an excellent display at Princetown VC. All Otter competitions completed, winners drawn and prizes given. Moor Otters Arts trail ended on 20th September and otters were returned to base for repairs and amends before the auction on 1st and 2nd October. Feedback, engagement, surveys and general response to the project has been very positive and it has successfully achieved the first two objectives of getting people out and about on Dartmoor and increasing footfall for businesses.	<b>Actual progress:</b> Otters were auctioned on 2nd October and the total of all Otter sales raised £68,910. Project wash up completed and due to be delivered to Authority on 7th Jan. A celebratory thank you event was held at Bovey Castle and attended by a mix of hosts, artists and stakeholders. <b>Project closed.</b>	<b>COMPLETED</b>



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22	<b>Moorscapes</b>  <b>Outcome sought:</b> A community grant scheme for projects that enhance the environment, respond to climate change and/or help a wider range of people understand or enjoy it.		<b>Milestone:</b> Re-scoping of current work to date, if applicable Consider against new criteria and if possible link to the emerging larger bid to the National Heritage Lottery Fund. Milestone to link to Action 26 and will be confirmed at end of Q1  <b>Actual progress:</b> This project is being linked into the new EoI for a large NHLF bid.	<b>Milestone:</b> No Further Action on this now incorporated into Action 26	<b>Milestone:</b>	<b>Milestone:</b>
<b>NO FURTHER ACTION - INCORPORATED INTO KEY ACTION 26</b>						
<b>BE AN EXCELLENT ORGANISATION</b>						
23	<b>Deliver DNPA's Climate Action Plan</b>  <b>Outcome sought:</b> Aim is to be a carbon neutral organisation by 2025.	AG	<b>Milestone:</b> Appoint contractor to complete carbon footprint of DNPA land assets. Pursue purchase of REGO certified renewable energy.  <b>Actual progress:</b> Invitation to quote issued for carbon footprint of land assets, concluding 6th August. DCC close to submitting synthetic PPA project for consideration by DCC leadership.	<b>Milestone:</b> Consider investment in capital projects (e.g. electric vehicles, solar PV etc.). Scope introducing sustainable procurement practices with Devon County Council. Scope and appraise additional offsetting projects if necessary.  <b>Actual progress:</b> Did not procure against invitation to quote for carbon footprinting exercise because of insufficient interest and capacity within invited organisations, on appraisal the submitted proposals did not represent value for money. Currently in discussion to progress alternative project delivery methods with contractors. DCC sPPA project is progressing through DCC cabinets, likely 6 months away from decision. Scoping procurement amendments delayed until new CFO in post. Report prepared for LT to consider capital investment projects and will be tabled once an alternative project delivery method has been found for the DNPA land asset carbon footprinting project.	<b>Milestone:</b> Review digital by default and behaviour change campaign projects to ensure COVID benefits are being maintained effectively. Review renewable energy purchase strategy.  <b>Actual progress:</b> Update taken to LT and to provide direction on priorities. EV strategy, Solar PV, Renewable Energy, and Carbon footprint of land assets all prioritised. EV strategy for pool vehicles complete and ready for review. Awaiting update from DCC on sPPA renewable energy project. Haytor solar PV scheme being progressed. Procurement of consultant support to assist with carbon footprint of land assets being finalised.	<b>Milestone:</b> Review Action Plan and update Authority.  <b>Actual progress:</b>
24	<b>Responding to, and learning from, the Coronavirus pandemic</b>  <b>Outcome sought:</b> Sustained service provision. A motivated, healthy and high-performing workforce.	NW	<b>Milestone:</b> Develop a 'roadmap back to the office' setting out a new way of working and delivering our services - to be agreed by LT in consultation with staff and UNISON. Aim is to ensure lessons learnt during the pandemic are acted upon and we embed new practices and avoid reverting to 'old habits'. Feed into digital by default and behaviour change campaign (see Action 23)  <b>Actual progress:</b> Plans to return to the office during Q1 delayed due to Government advice to continue to work from home until 19 July. LT has developed principles of future working arrangements to support effective flexible working, use of ICT and improve processes. Further guidance relating to business meetings and travel to be developed.	<b>Milestone:</b> Monitoring progress through Q1 service dashboard (will include specific questions about return to office and working practices)  <b>Actual progress:</b> July 2021 - all staff informed of response to survey (85% of office-based staff looking to work more flexibly). Principles of future working arrangements issued. Managers met with individual staff to mutually complete 'blended working assessment form'. Revised working arrangements piloted until 31/01/22. Offices remained closed to public.	<b>Milestone:</b> Monitoring progress through Q2 service dashboard (update specific questions about return to office and working practices). During November 2021, survey staff to assess impact and effectiveness of new ways of working; what is working well? what could be better?  <b>Actual progress:</b> Proposed survey in November delayed. Increasing Covid cases meant a return to working from home wherever possible in December. Revised working arrangements pilot period extended to 31/03/2022. Covid related absences and isolation and related impact being closely monitored by LT.	<b>Milestone:</b> Monitoring progress through Q3 service dashboard (update specific questions about return to office and working practices).  <b>Actual progress:</b>
25	<b>Contribute to Government reviews and policy</b>  <b>Outcome sought:</b> An independent effective and efficient organisation with strong links to local partners and communities, resourced with finance and necessary tools to 'deliver for Dartmoor'.	KB	<b>Milestone:</b> Precise milestones dependent on Government's response to the Glover review  <b>Actual progress:</b> We have invited our new Minister to Dartmoor to discuss the Landscapes Review, FIPL etc (date TBC)	<b>Milestone:</b> TBD  <b>Actual progress:</b> Formal government response to the Landscapes Review is delayed. Briefing note on Written Ministerial Statement sent to all Members. Lord Benyon has accepted our invitation to visit the National Park but date has been moved from October to November. No engagement from NPE on Spending Review	<b>Milestone:</b>  <b>Actual progress:</b> Hosted visit by Lord Benyon which provided an opportunity to demonstrate our work on the ground and to raise key concerns around funding, tools to deliver nature recovery and manage visitor pressure. Government response to the Landscapes Review delayed	<b>Milestone:</b>  <b>Actual progress:</b>
26	<b>Develop a new partnership project to deliver Management Plan priorities and apply for National Heritage Lottery Funding to deliver</b>  <b>Outcome sought:</b> An external funding package to help deliver key priorities in the NPMP review including nature recovery, environmental enhancement, engaging and welcoming a wider range of people and supporting sustainable use of the NP, the local economy, jobs and communities.	RD	<b>Milestone:</b> Submit Application to Green Recovery Challenge Fund. Work up partnership bids for Nature 4 Climate trees and peatlands. <b>Timing of bids to be confirmed</b>  <b>Actual progress:</b> Application to Green Recovery Challenge Fund submitted. Bid to the N4C Peatland Grant submitted through SW Peatlands Partnership (SWW) and report to Authority on 9 July. Meeting of possible partners for a new Heritage Fund bid proved positive and EoI being developed.	<b>Milestone:</b> Expression of interest (EoI) to NHLF for large Heritage Grant  <b>Actual progress:</b> EoI submitted and NHLF have invited us to develop an application. Target submission date February/March 2022 for first round application. GRCF round 2 application successful, £410k to deliver 4 Traineeships, 3 Engagement Rangers and pilot Nature Enhancement Area baseline study between January 2022 and March 2023.	<b>Milestone:</b> Proceed with first round application for <b>NHLF Heritage Grant</b> including detailed projects, budget and partnership agreement. Start delivery of <b>GRCF</b> outcomes if successful including recruitment of staff  <b>Actual Progress:</b> NHLF bid - focus on 3 of NRA pilot catchments and audience in neighbouring towns on their rivers. Plantlife and Sustrans joined partnership, most project concepts complete and project definition underway. Target submission for Stage 1 bid now May or August 2022 tbc with NLHF advice, cannot be later than August as EoI valid for 12 months. GRCF21 - 4 Conservation Trainees recruited, 3 Engagement Rangers at round 2 with good candidates, on track to be delivering by April.	<b>Milestone:</b> <b>NHLF</b> - report to Authority and submit first round application. <b>GRCF</b> - Trainees and Engagement team appointed and in post by 1 April 2022  <b>Actual progress:</b>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
27	<b>Developing a strong evidence base and partnerships</b>  <b>Outcome sought:</b> An evidence base and strong partnerships with key organisations (e.g., universities) to support our work, report on the state of the National Park and evidence the impact of work to deliver the National Park Management Plan.	RD	<b>Milestone:</b> Scope joint PHD with University of Exeter for Recreational Motivations Study. Second meeting with University of Exeter regarding erosion mapping and predictions work. Roll out SWEEP habitat Mapping and train staff . Roll out Visitor Survey through Engagement Volunteers, Outreach staff and Conservation and Access Trainees	<b>Milestone:</b> tbc - dependant on scoping and funding in Q1. Analyse visitor survey results for spring/summer 2021	<b>Milestone:</b> Analyse 2021 Visitor Survey results for the whole season.	<b>Milestone:</b>
			<b>Actual progress:</b> Motivations Study on hold due to lack of officer time. Awaiting a response from UoE regarding erosion mapping. SWEEP habitat mapping is completed , DNPA team and partners have completed training and the map is now being used . Visitor Survey is being conducted across Dartmoor via Engagement Volunteers, Outreach Vehicle .	<b>Actual progress:</b> No further progress in this quarter on the motivation study. Visitor Survey is being analysed and results will be presented to Authority as part of the end of season report in December.	<b>Actual progress:</b> End of Season report presented to Authority but small dataset from visitor survey.	<b>Actual progress:</b>

**Priorities:**

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



NPA/22/008

## Dartmoor National Park Authority

4 February 2022

### Performance Indicators 2021/22

Report of the Head of Organisational Development

Recommendations: **That Members:**

- (i) **note the content of the report;**
- (ii) **analyse the performance for 2021/22 to date and consider any action which may be taken to maintain and/or improve good performance or to address under-performance**

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

- 1.1 This report informs Members of performance in Quarter 3 against the Authority's agreed performance indicator targets for 2021/22 and provides an opportunity to discuss, query and challenge performance against each indicator.

#### **2 Performance Indicators**

- 2.1 The current performance indicator framework comprises a set of 37 indicators. The Authority's current set of performance indicators include 'state of the park' indicators that we have little direct influence over as well as more specific indicators about the Authority's performance. Some of these indicators are agreed locally and others are agreed nationally (i.e. required by Central Government or agreed with other National Park Authorities).
- 2.2 Performance indicators that relate to how our services are performing (a sub-set of all performance indicators) are monitored and reported to the Audit & Governance Committee during the year.

#### **3 Performance to the end of Quarter 3**

- 3.1 Attached in Appendix 1 is the list of performance indicators including a description of how we measure our achievement. Performance to Q3 this year is shown as well as the previous two years (2019/20 & 2020/21) for comparison purposes.
- 3.2 Against a challenging backdrop caused by continuing Covid restrictions and staffing issues performance has been affected. Meeting demanding targets for determining applications in a timely manner has been difficult however, where targets have been missed, extensions of time have been agreed with applicants – leading to positive outcomes and customer satisfaction in the majority of cases. Appeals

performance is good. There is a decrease in the number of live enforcement cases reflecting the additional resources now in place. Necessary re-focus of pre-application advice service to concentrate on 'paid' enquiries only has reduced throughput.

- 3.3 Staff retention and recruitment in Planning remains a concern. Further resignations, recruitment gaps and the need to train new staff have affected continuity and performance in the last quarter.
- 3.4 A total of 72 working days were lost due to sickness absence in Q3 (252 days absence in the year to date). Nine absences resulting in 38.5 days lost were due to Covid-19. Based on current absence levels we are forecasting end of year data of 4.5 days lost per full-time equivalent employee (2.5 days excluding long-term absences) against targets of five days and two days respectively.
- 3.5 Member attendance at Authority meetings was below the target (85%) for the second quarter running. To meet the target in 2021/22, Member attendance in quarter 4 will need to be 87% or above.
- 3.6 The number of visitors to our Visitor Centres remains lower than previous years but we are gradually seeing an increase in groups and coaches. The Omicron variant (Covid-19) and restrictions had a direct impact on visitor numbers in Quarter 3.

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

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

#### **5 Financial Implications**

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

#### **6 Conclusion**

- 6.1 'Team Dartmoor' – staff, Members, and volunteers – continue to demonstrate dedication, flexibility, and adaptability to meet the challenge of working differently and in doing so, remaining positive and supporting each other.
- 6.2 Members will note that the Authority has made good progress during the first nine months of the business year.

NEIL WHITE

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2019/20	Outturn 2020/21	Target 2021/22	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
<b>SUSTAIN - Conservation of the Natural and Historic Environment</b>										
S1(a)	% of SSSI land in the National Park as a whole in:	a) favourable condition	CG	19%		Data supplied by Natural England on 6 year rolling programme				Reported Annually
		b) unfavourable recovering	CG	79%		Data supplied by NE				Reported Annually
		c) unfavourable declining	CG	2%		Data supplied by NE				Reported Annually
S1(b)	% of SSSI land in NPA management in:	a) favourable condition	CG	17%		Data supplied by Natural England on 6 year rolling programme				Reported Annually
		b) unfavourable recovering	CG	83%		Data supplied by NE				Reported Annually
		c) unfavourable declining	CG	0%		Data supplied by NE				Reported Annually
S2	Number of Listed Buildings 'at risk' conserved during the last 3 years	CV	1	1	1					Reported Annually
S3	Number of scheduled monuments 'at high or medium risk' conserved during the last 3 years	AC	20		17					Reported Annually
S4	% length of water courses with:	a) 'high' or 'good' ecological status	CG	34%		Data supplied by Environment Agency				Reported Annually
		b) 'moderate' ecological status	CG	56%		Data supplied by Environment Agency				Reported Annually
S5	Populations of (i) Vigur's Eyebright, (ii) Southern Damselfly and (iii) Marsh Fritillary which have remained stable or have increased on Dartmoor, when assessed over the previous 5 years	CG				Stable or increasing populations for all 3 species				Reported Annually
S6	% of County Wildlife Sites in good condition	CG			90%					Reported Annually
S7	Erosion sites	a) Number of known erosion sites	SL/RS	295		220				Reported Annually
		b) % of known erosion sites stable or improving	SL/RS	surveys not undertaken therefore no data available		75%				Reported Annually



Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2019/20	Outturn 2020/21	Target 2021/22	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	
S8	% of utilisable agricultural land in National Park under agri-environment schemes (2013/14 baseline year)	RD (MT)			60,000ha	Reported Annually					
S10	% of income derived from sources other than National Park Grant	AS	25.87%	19.33%	30%	Reported Annually				%	
S11	% change in CO <sub>2</sub> e from DNPA operations <b>** (NB: Higher Uppacott was excluded in previous years)</b>	AS	Buildings: 132,685kg +1.3% Transport: 93,457kg -4.4%	Buildings: 100,843kg -24% Transport: 58,900kg -36.98%	Buildings: 0% Transport: 0%	Reported annually at year end				Buildings: kg % Transport:kg -%	
			Overall: 226,142kg -1.16%	Overall: 159,743kg -29.36%	Overall:0%					Overall: kg %	
S12	Number of working days lost due to sickness per Full Time Equivalent (FTE)	NW	a) including long term absence	7.16	1.67	5	2.54	3.43	4.48		
			b) excluding long term absence	3.94	1.04	2	2.54	2.38	2.43		
S13	% of enforcement cases resolved without the need for formal action	JA/NS	92.70%	95.20%	90%	97.1%	94.7%	98%	%	%	
S14	% of Membership attending Authority meetings	PB	Authority: 88% Development Mgt: 88% Audit & Gov'nce: 73% Overall attendance: 87%	Authority: 90% Development Mgt:89% Audit & Gov'nce: 74% Overall attendance: 89%	85%	Authority:89% Development Mgt:89% Audit & Gov'nce: 80% Overall attendance: 88%	Authority: 84% Development Mgt:79% Audit & Gov'nce: No Meeting Overall attendance: 83%	Authority: 81% Development Mgt:83% Audit & Gov'nce: 80% Overall attendance: 82%	Authority: % Development Mgt:% Audit & Gov'nce: % Overall attendance: %	Authority: % Development Mgt:% Audit & Gov'nce: % Overall attendance:%	
S15	% of invoices paid on time	CAR	100%	99.94%	100%	100%	100%	99.71%	%	%	
S16	% of planning applicants satisfied with quality of the service received	CH/JA		To end of March 2021: 73 responses - 55% rated experience of dealing with planning team as Very Good (further 11% Good)	percentage of service users that rated the experience of dealing with planning as Good: 70%. Ongoing survey of service users - analysis to follow	Reported Annually					
S17	% of appeals allowed against DNPA decision to refuse consent (low figure is positive)	CH/JA	27.27%	23.50%	33%	37.5%	Nil	30%		%	
<b>ENJOY - Promote a positive experience of Dartmoor National Park for Residents and Visitors</b>											
E1	Number of visitors to Visitor Centres at:	a) Haytor	RM	43,216	10,300	52,000	6,412	16,993	5,795		
		b) Postbridge	RM	37,286	7,192	58,000	5,726	12,263	5,089		
		c) Princetown	RM	70,551	11,541	80,000	6,769	17,722	6,958		
		<b>TOTAL:</b>	RM	151,053	29,033	190,000	18,907	46,978	17,842		

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2019/20	Outturn 2020/21	Target 2021/22	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
E2	% of total length of footpaths and other rights of way easy to use by members of the public (even though they may not follow the exact definitive line)	AW	Reported annually combining May and November results from random survey	No data this year due to Covid-19	90%	Reported Annually				
E3	Number of visitors to the National Park	RM	2.5m	1.4m	2.5m	Reported Annually				
E4	Number of litter bags collected by DNPA staff or volunteers	SL	307	232	no target set	102	113	138		
E6	Residents' satisfaction survey	LT	Reported when undertaken - date of next survey not yet confirmed		???	Reported when undertaken - date of next survey not yet confirmed				
E7	Visitor Satisfaction	(a) survey			To be confirmed	Reported Annually				
		(b) Trip Advisor (stars achieved)	RM	4.6	4.3	4.6	4.4	4.3	N/A	
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)	NW	304.5 (21.4%)	20	400	4 (0.3%)	68 (3.8%)			
E10	Number of large scale organised events notified to the Authority and subsequently held on Dartmoor National Park (NB figures for large on road cycle "sportives" that we are not consulted on, are shown in brackets) [to be revised - see below]	AW	63	No events took place due to Covid restrictions	no target - record of trends	6 (plus 1 cycling sportive)	18	8		
	number of people participating	AW	15,500	0	reduce number of very large events	1990 (3500)	6,365	3,595		
E11*	Public engagement events	CP	75 (3212 people)	28 events (24,395 people)	135 events	7 events (573 People)	8 events (1015 people)	2 events (34 people)		

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2019/20	Outturn 2020/21	Target 2021/22	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn
<b>PROSPER - Work towards ensuring Dartmoor has a thriving economy</b>										
P1		a) major applications determined within 13 weeks *If over 13 weeks Nos of PPAs or Exts	CH	Nil	50.00%	50%	Nil	Nil	0% (3)	
		b) minor applications determined within 8 weeks	CH	67.20%	53.20%	65%	82.10%	50.00%	71.20%	
		c) other applications determined within 8 weeks	CH	72.70%	76.20%	85%	83.10%	79.20%	73.10%	
P2	% of planning applications dealt with in a timely manner:	a) % of all planning applications determined which have been approved	CH	86.90%	85.80%	no target - success is positive decisions for Dartmoor	91.40%	87.40%	86.50%	%
		b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	CH	62.20%	69.56%	80%	85.00%	100.00%	100.00%	%
		c) % of pre-applications for major applications which have been dealt with within 42 days	CH	66.90%	100%	70%	Nil	Nil	Nil	
P3	Volunteer Days	a) Total number of volunteer days organised or supported by the NPA	NW	1486	1520	9000 (including volunteer conservation groups grant aided by DNPA)	210	1917		
				£75/volunteer day						
		b) Value (expressed in £) of volunteer days	NW (via NPE)	£111,450	£152,325	£675,000	£26,300	£191,700	£0	£0
P4	Visitor spend in Dartmoor National Park (STEAM)	RM	£174m - reported Nov 20	£92	£165m	Reported Annually				
P5	Number of affordable housing units approved	DJ	7 (82 affordable units approved subject to S.106 Agreements)	78	25	0	8	12		
P9	Number of:	a) Followers on Social Media	SH	47,216	67,337	60,000	69,721	71,120	72,419	
		b) Subscribers to e-communications (running total)	SH	1,939	3,047	2,500	3,285	3,377	3,502	
		c) % opened	SH		44% [av]	45%	37%	36%	38%	
P10	Number of unique visitors to website & page views	SH	359,252 / 1,522,993	537,629/1,800,336	350,000 / 2,000,000	146,857/568,701	154,168/584,391	104,809/397,370		

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2019/20	Outturn 2020/21	Target 2021/22	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	
P11	Parish Meetings	% of Parish meetings attended at least once in the year	PB	87%		80%	Reported Annually				
		a) Number of Parish meetings attended by Rangers / Officers	PB	36		53	5				
		b) Number of Parish meetings attended by Members	PB	79		30	23				
P12	DNPA attendance at Local shows	a) Number of shows attended	CP	16	0	18	0	3	0		
		b) Number of contacts made	CP	2427	0	2,500	0	823	0		
P13	Number of parishes engaged in preparing a community led plan during the year with advice /assistance from DNPA	Forward Planning		10		To be confirmed	No longer reported on - only reactive support now provided and via links with Districts.				
P14	Donate for Dartmoor:	LT	£26,734	£5,006	Overall target: £30,000	£813	£3678 (Cumulative £4491)	£5044 (Cumulative £9535) (does not include Moor Otters income)	£ (Cumulative £)		

Family Performance Indicators



NPA/22/009

## Dartmoor National Park Authority

4 February 2022

# Farming in Protected Landscapes Programme A report on the first six months of the programme July – December 2021

Report of the Strategic Planning and Projects Manager

**Recommendation:** That Members note the content of this report.

## 1 Introduction

- 1.1 This report summarises the progress made in launching and running the Farming in Protected Landscapes programme (FiPL) for Dartmoor during its first six months.

## 2 Background

- 2.1 Authority report NPA/21/019 provides background details on how the FiPL programme was developed, the national objectives and how it links to the Dartmoor Partnership Plan (National Park Management Plan) and delivery mechanisms. In summary, each protected landscape in England has received a ring-fenced financial allocation for FiPL. The majority of this money is to be spent on grants to farmers and other eligible applicants but some of the money (up to a specified maximum) can be spent on delivering the programme (administration, financial management etc.) and technical advice to potential applicants and grant recipients. The financial allocation for 2021/22 has to be spent within the financial year (see below).

## 3 Launch and early delivery of the programme

- 3.1 The programme launched on 1 July with a range of publicity coordinated nationally by Defra. A key challenge was ensuring that the farming community were aware of the scheme and thinking about potential and actual applications from the launch date given the pressure to spend the money within the financial year. The protected landscapes in the South West collaborated on a flyer to promote the scheme. This was circulated at agricultural shows, markets and meetings of farmers. The National Farmers Union (NFU) were active locally in promoting and advising on the programme to their members. The most significant communications channel for Dartmoor was via the Dartmoor Hill Farm Project (DHFP), Dartmoor National Park Rangers were also active in discussing opportunities with land managers and we

briefed key partners such as the Dartmoor Commoners' Council and Dartmoor Common Owners' Association.

- 3.2 The number of enquiries received has been high from the outset, at a level with or exceeding available staff resource to meet demand. The scheme was effectively launched at the same time that we received formal confirmation of the funding. This meant that we had no dedicated FiPL staff to provide advice or run the scheme. We diverted other staff resource to support FiPL whilst we recruited additional capacity. The recruitment process was initially unsuccessful so we had to re-run the process to secure candidates of a suitable calibre.
- 3.3 The Local Assessment Panel was formed as per the arrangements agreed by the Authority in July 2021 (NPA/21/019). Members of the Panel attended two training courses prior to a first assessment meeting in September 2021 where four applications were presented (two under £5k and two over £5k). At the October meeting the Panel assessed six applications over £5k and at the November meeting thirteen applications over £5k were assessed (applications for grant >£2k to <£5k can be assessed by the officer team).
- 3.4 The number of enquiries in December had reduced but the workload is still high with the team currently advising on over fifty potential applications at varying stages of development from first site visit to co-writing applications.
- 3.5 The Defra FiPL team have provided a range of training to support the programme, more recently with Q&A sessions for Protected Landscapes, the latter being particularly helpful. Defra have also commissioned external evaluation of the programme which is underway (first round of feedback meetings completed).
- 3.6 Defra are responsive to feedback and learning from the programme, several revised versions of the National Framework have been issued since launch.

#### **4 Local Assessment Panel and staffing**

- 4.1 As noted above, the FiPL programme on Dartmoor was staffed initially in a matrix arrangement with a part-time project manager and three DNPA officers with relevant competence in existing roles providing advice and support to applicants on a part-time basis whilst balancing this with their substantive roles, we supplemented this team with some freelance support during the first couple of months. Since October 2021 we have a dedicated FiPL Project Officer – Hannah Gibbons (part-time) and specific administrative support via Sam Taylor (also part-time). FiPL is being project managed by James Sharpe. We have continued to supplement this dedicated resource via existing staff who are working in this area (notably, Dartmoor Hill Farm Project and other staff working on nature enhancement, natural flood management and continued promotion of the scheme via our Rangers).
- 4.2 The membership of the Dartmoor Local Assessment Panel is as follows:
  - Dartmoor Commoners Council – Vice Chair, Layland Branfield
  - Dartmoor Hill Farm Project Chair – Chair, Russell Ashford (LAP Chair)
  - Independent Farmer representative – Dan Alford
  - Independent Farmer representative – Martin Perryman
  - DNPA Member – Peter Harper

- DNPA Member – Will Dracup (LAP Vice Chair)
- DNPA Officer – James Sharpe appointed by the Chief Executive (National Park Officer)
- Natural England – Eamon Crowe
- Representative from environmental NGOs – Helen Booker RSPB (also represents Devon Wildlife Trust, Woodland Trust and National Trust)
- Landowner representative – John Howell
- Representative from Dartmoor Local Access Forum – Mark Walker
- Rural Payments Agency – initially Quenton Steele, now Paul Dean

## 5 Funding

- 5.1 In response to the late start of the programme and resulting risk of underspent grant being lost from the current year, the Defra FiPL team agreed a one-off budget reprofile with Treasury. We submitted a reprofile request based on our then application pipeline and confidence to deliver, this is shown in table 5.1.
- 5.2 Allocations for DNPA Advisory and Administration resource remain unchanged, as do the totals for the programme overall. The reprofiled figures have been accepted by Defra but year two and three allocations remain provisional.

Table 5.1, showing DNPA's FiPL grant reprofile

Year	Original allocation	Reprofiled allocation
2021/22	£690,263	£343,000
2022/23	£449,372	£649,372
2023/24	£449,372	£596,635

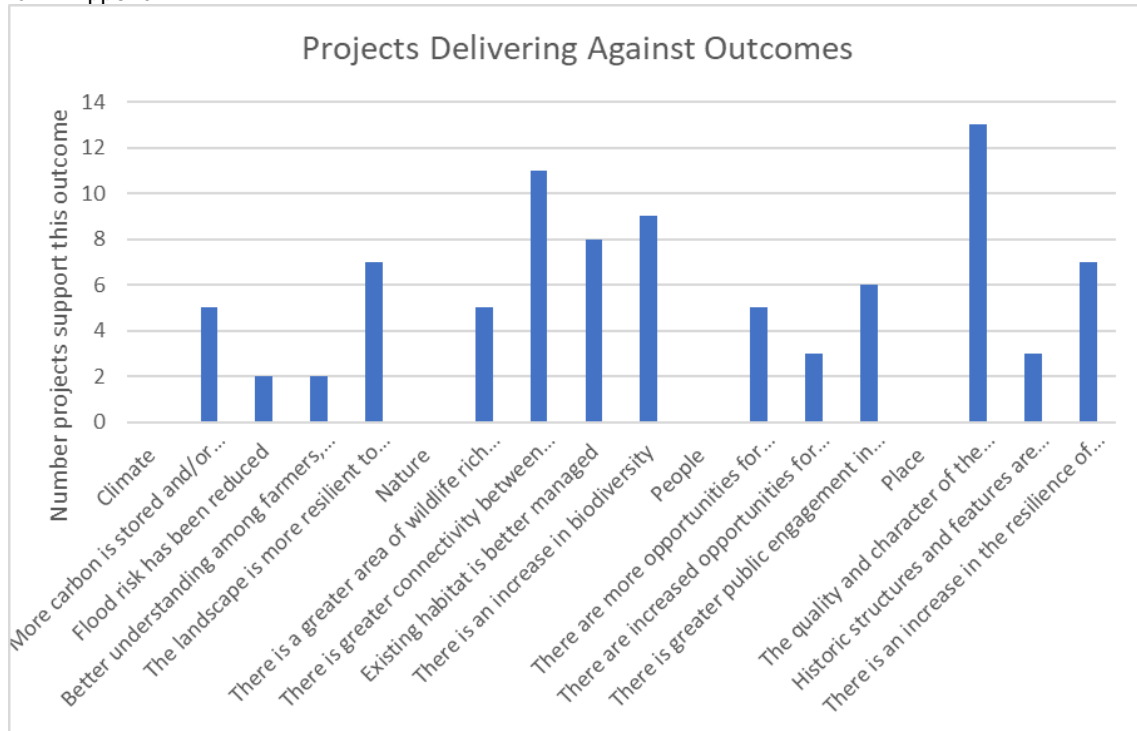
- 5.3 We anticipate spending all of the current year reprofiled allocation but this is a considerable challenge given the late start, shortage of contractors, wet weather through December etc. The focus for the current year's projects is maintaining dialogue with funded applicants and supporting them where we can help to ensure timely project completion.

## 6 Grants awarded to end November 2021

- 6.1 At the end of December 35 applications have been submitted, of these 2 have been declined, 6 deferred (we are working with applicants to develop their proposals further), and 27 have been approved.
- 6.2 The value of approved projects is currently £253,601 for delivery in the current financial year 2021/22, with £62,415 awarded for 2022/23 subject to confirmation of Defra grant and £10,250 similarly for 2023/24.
- 6.3 Projects awarded funding to date are summarised in the appended table, Appendix 1.
- 6.4 The four intended outcomes for the programme, of Climate, Nature, People and Place are subdivided into fourteen more specific categories. Applicants are encouraged to develop projects that deliver across more than one outcome and in most cases, especially for projects granted over £5k, this is achieved. Chart 6.1 shows the number of projects delivering against each of these fourteen categories, there is a clear trend towards projects that benefit nature and the enhanced

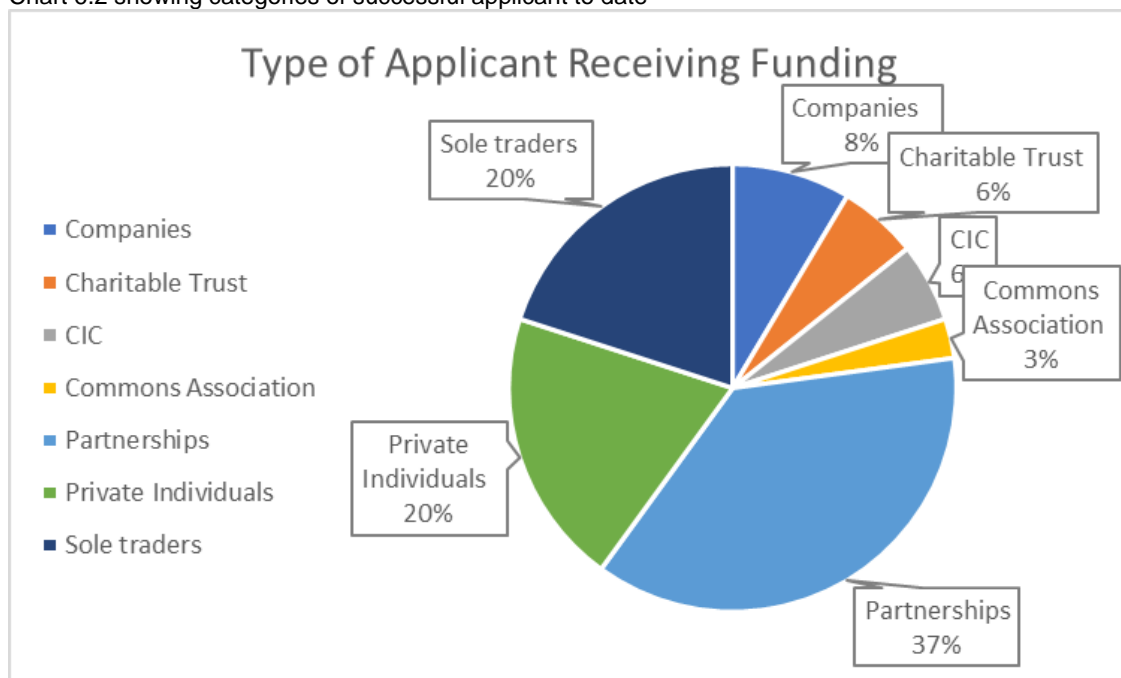
landscape quality outcome also stands out. This latter outcome has a broad definition and is supported by the number of boundary features (wall, stone-faced banks and hedgerow) included in projects.

Chart 6.1, projects should ideally deliver against more than one outcome. The category definitions can be read in full in Appendix 2.



6.5 The mix of successful applicants covers a range of those eligible, the Authority is able to bring forward applications on behalf of the National Park but has not done so yet. Most applications have come from farming and other land-based businesses.

Chart 6.2 showing categories of successful applicant to date



6.6 With regard to Chart 6.2 above, categories of applicant are as required for Defra reporting. All Charities supported have purposes related to farming, one CIC has



purposes relating to nature conservation and volunteering. Partnerships mean Farm Business Partnerships. Private individuals are owners of agricultural land, other businesses are land-based/farming.

## **7 Project pipeline**

- 7.1 In addition to the 35 submitted applications, we expect to receive a number for the next Panel meeting on 18<sup>th</sup> February 2022. Although we have reached our full allocation for the current financial year, Defra have indicated the possibility of bidding for additional project funding in the event of a forecast underspend across Protected Landscapes nationally. The February Panel meeting will provide an opportunity to approve new projects to go forward to Defra for additional funding and also to assess applications for projects to start after 1 April 2022.
- 7.2 Since July we know of 10 projects that were not suitable or have not been progressed by applicants with another 18 that are uncertain at time of writing. The team are currently dealing with over 50 newer applications at various stages of development, and we receive new enquiries most days. The total number of projects and enquiries at any stage in the 'pipeline' was 111 at the end of December. The mix of projects under development broadly matches the profile of applications received during the first six months, Advisors are actively seeking proposals that can help farm businesses adapt to post Brexit changes and we expect to see some larger projects coming forward as they take time to develop.

## **8 Key risks identified**

- 8.1 In the initial FiPL report to Authority on 9th July 2021 a number of key risks were identified, those relevant to programme delivery on Dartmoor are commented on here:

### **8.2 Operational risks**

8.2.1 **Lack of applications** – this is not currently a problem, the project fund for the next financial year is much larger and will require at least the current level of interest. A difference for next year however is our ability to lead with tailored promotion and timely liaison with the farming community. A more realistic timescale should allow time for larger, more ambitious projects.

8.2.2 **Staff resource** - We are fortunate to have recruited two excellent new members of staff to deliver FiPL, we are also fortunate to have a range of expert and well-connected colleagues with competence relevant to this programme already in post. A key challenge now is to manage the workload, and this may require prioritising the level of support provided to applicants.

8.2.3 **Working alongside existing schemes** - The risk of inadvertently double funding activity remains as previously stated but is managed through the involvement of the Rural Payments Agency and Natural England in the application process.

### **8.3 Financial risks**

8.3.1 **Accountable body** – the risk remains as previously stated, the project manager and our new Head of Business Support are discussing approaches to mitigate risk.

8.3.2 **Year-end spend** – Defra have confirmed it is acceptable to make staged payments for projects where appropriate. We have relayed this to applicants to allow ‘stage breaks’ between financial years where distinct elements of a project can be completed and closed off within the financial year before work is recommenced in the following year. The single year approach may well have delayed some larger applications. This staged approach can also help to reduce risk of underspend.

8.3.3 **Underspend** – this risk is significantly reduced by the opportunity to reprofile budgets across the three years. The emphasis for the current year must now be to monitor grant funded projects closely so that some projects awarded for year two might be brought forward to fill gaps where others fall behind. The risk of underspend in 2021/22 remains as the programme was late starting and we are receiving reports of shortage of contractor capacity, some projects can only be undertaken at certain times of the year etc.

## 8.4 **Reputational risk**

8.4.1 **Local Assessment Panel** – This risk remains as previously stated. It is moderated through clear processes and procedures for declaring interests and these have been explained to Panel members through the training sessions.

8.4.2 **External scrutiny** – there is a risk of scrutiny and public criticism if stakeholders regard FiPL as not delivering priorities for farming and/or public funding. Elements of ELM have been publicly criticised by stakeholders, widely reported in the press. This remains a significant risk although the degree of constructive challenge from our LAP, expertise within the Dartmoor team and design of the programme criteria are good. Dialogue with NFU during the past few months has been supportive. We are working hard to ensure that Dartmoor farmers are aware of the opportunities through FiPL and support them in bringing forward applications. However, FiPL is not a replacement for the reduction in Basic Payment Scheme payments that comes into effect this year.

## 8.5 **Lessons to learn**

8.5.1 We have identified some initial and emerging lessons to learn, including:

- This is a competitive funding programme and proposals that deliver across a number of different FiPL outcomes score higher than those that don't. However, there is a reluctance from many potential applicants to engage with multi-faceted projects on the part of many applicants, feedback has asked for ‘small, quick and simple’. Although there are certainly those who will consider larger holistic projects, we do not want to put off potential applicants, especially those who would benefit most. Supporting a number of smaller, simpler grants early on can help to build confidence in a new offer providing ‘stepping stones’ to more ambitious proposals later on.
- To comply with public procurement standards, all proposals must be supported by best value evidence (e.g. three written quotes). Obtaining acceptable cost comparisons is a significant challenge for applicants and team members have spent a good amount of time supporting them to develop eligible proposals. The

Authority and agencies that work at a larger scale than our applicants should have access to procurement records and other industry information that could provide a more efficient cost comparison than chasing local contractors for written quotes.

- The requirement for data capture, analysis, compliance, and reporting is rightly high for such a public funding programme as this. The formats for application and reporting provided by Defra are not as efficient as they could be, the late and rapid launch of the programme allowed no lead in time. Over the first few months of the programme we have been working hard to service demand from applicants while also developing our administrative processes and data management. The management of data by Protected Landscapes running the programme should have been considered before launch (as the reporting requirements to Defra have been). We are looking into opportunities to improve the data returned by the Rural Payments Agency, at the moment we really rely on the applicant to provide details of their agreements to ensure no double funding (this issue is shared by other Protected Landscapes).
- There are times of year when Dartmoor's farmers and land-based businesses are very busy and unlikely to engage with a funding programme. Priority programmes should be planned around these times.
- What some might consider a 'simple' application is a long and off-putting process to others. We are now providing a very short Expression of Interest (EOI) form to encourage potential applicants to share their ideas in a quick and easy format, other PLs have done this too. The application process can be a bigger barrier than we had anticipated.
- Some of our target audience may not routinely refer to the National Park Authority's website but this is where we need to present information. Having access to a range of channels that are popular with our target audience is vital, we cannot assume they will come to us. Dartmoor's Hill Farm Project is extremely valuable in this regard as are our relationships with other stakeholders.
- There are very few people working on the grant award and advice side of this programme that have detailed understanding or direct experience of farming on Dartmoor (although we have a good deal of other relevant expertise). The advice and guidance we have received from members of the Local Assessment Panel is of great value, perhaps more so (as it is available on a day-to-day basis) is the knowledge of our National Park Rangers and Hill Farm Project. This is an area where we will look to develop some specific training in partnership with the farming community as per the previous Hill Farm Training Scheme.
- Good, trusting relationships between individuals in different roles is a primary success factor in a programme such as this.

## **9 Conclusion**

- 9.1 The Dartmoor FiPL scheme is now fully operational. A range of worthwhile projects have been awarded funding and these projects are delivering the national outcomes and contributing to the delivery of the Dartmoor Partnership Plan.

- 9.2 We have identified a series of learning points (see above) and are using these to further improve the scheme at a local level and seeking to influence the National Framework that FiPL has to operate within. The Local Assessment Panel is an interesting innovation as it provides an opportunity for a partnership approach linking the farming community with agencies and environmental NGOs. This is not without tensions but should lead to a better understanding and, we hope, better applications and projects.
- 9.3 The integrated nature of FiPL is important and a positive development: it helps provide flexibility to address a range of different outcomes and does not create artificial silos.
- 9.4 FiPL has been launched at a time of considerable uncertainty and financial challenge for many in the farming community: they are starting to experience reductions in their income via BPS, there is no detail on how the new Environmental Land Management schemes will operate and the prospect of 'blended finance' (combining public and private money) is at 'concept' stage rather than being a financial reality for farmers. This uncertainty is having an impact it is making farmers reluctant to commit to larger more holistic schemes for fear of potentially impacting on their ability to apply for ELM when it is introduced fully in 2024 and beyond. We are seeking to address this through the advice we provide via the Dartmoor Hill Farm Project as well as through FiPL itself.

JAMES SHARPE

Summary of grants awarded for the report period (some projects include activity in 2022/23 and 2023/24 years)

Rhôs pasture management and organic conversion	£12,448
Wetland habitat creation and bracken management on archaeological sites	£20,207
Provision of equipment and marketing to support direct sale of produce	£4,375
Traditional wall restoration and archaeological management plan for unrecorded site	£2,675
Improved storage for wool wholesale (produce from a number of Dartmoor farms) to sustainable manufacturers	£8,667
Farm educational visits	£7,250
Species rich meadow restoration	£23,996
Wet grassland management and support for conservation grazing and hedgerow alongside resources to support care farm visits	£28,259
Restoration of stone-faced bank and fencing to support grazing of species rich wet grassland	£9,370
Wet grassland habitat creation to support Curlew recovery	£26,679
Infrastructure to support farm based educational visits	£45,000
Supporting a new, on farm educational project telling stories about bees and other insects	£13,142
Creation of wood pasture, rhôs pasture management and wall restoration	£18,710
Supporting a Common to undertake vegetation mapping and fire plans	£28,207
Equipment to support deer survey and venison sales	£4,550
Restoration of ancient coppice alongside educational events	£12,038
Dry stone wall restoration and removal of inappropriate trees from priority habitat for High brown fritillary	£4,750
Enhance hedgerow habitat.	£3,782
The projects sets out to undertake an archaeological survey of the site / farm. The site dates back to the Bronze age and is previously unrecorded.	£2,675
Species rich grassland and hedgerow restoration	£3,968
The proposed application and project has 4 aspects which include repair to the river bank, create leaky dams, tree planting and creation of a wild area.	£3,967
Stone bank reinstatement alongside a 'pop up' campervan only (camping planning derogation) campsite. Plant and establish additional cider apple trees to increase the yield of cider apples to meet increasing demand.	£3,975

## Number of approved projects supporting FiPL outcome categories

Climate	Projects*
More carbon is stored and/or sequestered	5
Flood risk has been reduced	2
Better understanding among farmers, land managers and the public as to what different habitats and land uses can deliver for carbon storage and reduced carbon emissions	2
The landscape is more resilient to climate change	7
Nature	
There is a greater area of wildlife rich habitat	5
There is greater connectivity between habitats	11
Existing habitat is better managed	8
There is an increase in biodiversity	9
People	
There are more opportunities for people to explore, enjoy and understand the landscape	5
There are increased opportunities for more diverse audiences to explore, enjoy and understand the landscape	3
There is greater public engagement in land management, for example through volunteering	6
Place	
The quality and character of the landscape is reinforced or enhanced	13
Historic structures and features are conserved, enhanced or interpreted more effectively	3
There is an increase in the resilience of nature friendly sustainable farm businesses, which in turn contributes to a more thriving local economy	7

\*projects ideally support more than one outcome



NPA/22/010

## Dartmoor National Park Authority

4 February 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: 21/0046**

**7 Kellet Close, Ashburton**

**SX 7622 7045**

Application to reduce extended branches on a beech tree. The works will have minimal impact on the health and 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.

#### West Devon

**Ref: 21/0048**

**Glebe House, South Tawton**

**SX 6537 9439**

Application to reduce an extended branch on a beech tree. The works are minor 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: 21/0049**

**Heathermoor, Belstone**

**SX 6227 9376**

Application to reduce an ash tree. The tree is infected with Ash Die Back and 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.

**Ref: 21/0051**

**Lower Hobey, Belstone**

**SX 6185 9354**

Application to reduce the canopies of two beech trees growing over a road. The works will prevent the trees damaging passing vehicles. 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: 21/0053**

**Okehampton Castle**

**SX 5827 9427**

Application to fell two ash and a sycamore and reduce beech oak and sycamore trees. The trees to be felled are in very poor condition and the works to the other trees 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.
3. Replacement planting of 10 oak trees within the crown spread of the originals during the first planting season following felling.

**Ref: 21/0054**

**5 Willowby Gardens, Yelverton**

**SX 5243 6765**

Application to reduce the height of a linear group of broadleaved trees. The trees are poorly formed and the works will prevent branch and tree 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**

### **West Devon**

**Ref: 21/0047**

**Glebe House, South Tawton**

**SX 6538 9437**

Notification to fell a eucalyptus. The tree leans over a drive and may be unstable. The felling will have minimal impact on the character of the area.



A Tree Preservation Order has not been made.

**Ref: 21/0049**

**Long Island, Mary Tavy**

**SX 50857946**

Notification to crown lift a linear group of broadleaved trees. The works will have minimal impact on the health or appearance of the trees.

A Tree Preservation Order has not been made.

**Ref: 21/0052**

**Lydford Castle**

**SX 7015 8784**

Notification to fell two ash trees and remove a sub-dominant stem from a sycamore. The ash trees are infected with Ash Die Back and the works to the sycamore will balance the crown of the tree.

A Tree Preservation Order has not been made.

BRIAN BEASLEY