

Internal Audit Report

Dartmoor National Park
Authority

Key Financial Systems Review
2022 - 23

October - November 2022

Official



Support, Assurance & Innovation

Devon Audit Partnership

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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.

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1 Introduction

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 Head of Business Support. The review of the financial systems in operation throughout the Authority was undertaken during October and November 2022.

The audit was 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

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

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 joined the Authority in October 2021 just at the end of the previous year's internal audit.

Some findings and recommendations have been made in relation to bank reconciliations and the processing of transactions in Finest. Currently the finance team are behind in being able to process GPC card, car parking banking and visitor centre banking transactions in Finest and therefore unable to complete the bank reconciliation process. Firstly this is due to the team being reliant on staff providing the information in order for transactions to be processed. The team have to chase this regularly and was evident during testing. Secondly the income processing for car parks and visitor centres is a manual process and due to staffing issues, they have been unable to process them promptly as it is a timely process. These areas were brought to the attention of the auditor prior to the commencement of the audit work and is currently being reviewed to establish whether the processes can be streamlined to reduce the workload for the finance team.

That said, 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.

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.

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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.	Reasonable Assurance
2	Income due to the organisation may not be suitably controlled (Invoice raising, income collection and banking).	Reasonable 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.	Reasonable 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

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

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.

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

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

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

Tony Rose
Head of Partnership

Appendix A

Detailed Audit Observations and Action Plan

<p>1. Area Covered: Purchasing arrangements and payments to creditors may not be secure or effective resulting in incorrect and / or unauthorised payments.</p>		<p>Level of Assurance</p>	
<p>Opinion Statement: 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. Comprehensive guidance and policies are in place which clearly detail the appropriate procedures and delegated spending limits. 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, which allows for the correct authorisation processes as well as for more accurate budget monitoring. 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. A sample of creditor payments, including purchases made by GPC cards (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. Discussions with the Senior Finance Officer confirmed that the finance team are currently behind with the GPC card reconciliation's whereby they have not taken place this financial year and the transactions have not been processed in Finest. This is due to the finance team not receiving all required information for all the cards in a timely manner. The team have to chase up the card holders / departments for the information and this was evident during testing. Transactions cannot be processed until all required information i.e. card logs, receipts, appropriate authorisation is received for all cards. Therefore staff should be reminded of the importance in providing the information to the finance team promptly.</p>		<p>Reasonable Assurance</p>	
<p>No. Observation and implications</p>			
1.1	<p>The GPC card reconciliations have not taken place for this financial year and the transactions have not been processed on Finest. This is due to the finance team not receiving all required information for all the cards in a timely manner. The team have to chase up the card holders / departments for the information and this was evident during testing.</p>		
	<p>Recommendation</p>	<p>Priority</p>	<p>Management response and action plan including responsible officer</p>

1.1.1	The authority should ensure that the card transactions are reconciled to the main accounting system promptly and on a regular basis. The current backlog should be processed as a matter of priority.	High	Finance will email all staff, highlighting the audit findings and the requirement to provide all information relevant their card transactions in a timely manner.
1.1.2	All cardholders should be reminded of the process for providing card logs and supporting evidence to finance in a timely manner.	High	As above. The processes have been reviewed and these have becoming more streamlined.

2. Area Covered: Income due to the organisation may not be suitably controlled (Invoice raising, income collection and banking).		Level of Assurance	
<p>Opinion Statement:</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. G4S collections are now taking place for the Parke banking which was minimal in recent years due to Covid-19. The other centres income is collected via card payments.</p> <p>Audit discussions with the Senior Finance Officer confirmed that the finance team are currently behind in the processing of car park income and visitor centres. The car park income has been reconciled up to June and the visitor centres up to September. This has attributed to the back log of bank reconciliations as highlighted under the bank reconciliation section of this report. This is a manual process which is time consuming and the team have also had staffing issues.</p> <p>A review of the aged debtor report at the time of the audit confirmed that aged debt is very minimal and all debts detailed on the report had been fully paid. This is much to the credit of the Authority Finance staff who clearly are pro-actively monitoring and managing this area.</p>		Reasonable Assurance	
No.	Observation and implications	Priority	Management response and action plan including responsible officer
2.1	From the sample of debtor invoices reviewed one of them had been raised late. The costs related to February 2022 however the invoice was not raised until June 2022 and therefore not in the financial year the charges relate to.		
2.1.1	Officers should be reminded that invoices must be raised promptly and where possible in the same financial year as the charges relate.	Low	Finance will email all staff, highlighting the audit findings and the requirement to provide all information in a timely manner.
No.	Observation and implications	Priority	Management response and action plan including responsible officer
2.2	The finance team are currently behind in the reconciliation of centre banking's and car parking as highlighted under the main accounting system testing. This is due to the manual process which is time consuming and staffing issues. The centre banking has been reconciled up to September and the car parks up to June.		

	Recommendation	Priority	Management response and action plan including responsible officer
2.2.1	Where possible the banking's for the visitor centres and car parks should be processed in Finest promptly.	Medium	New staff within Finance have been receiving training, which means going forward this will be undertaken more promptly.

3. Area Covered: The Payroll (Salaries and Wages) may not be suitably controlled resulting in incorrect and / or unauthorised payments being made.	Level of Assurance
<p>Opinion Statement:</p> <p>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 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.</p> <p>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 the recommendation in relation to the processing of leavers 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.</p> <p>A selection of staff absences, which took place in the 2022 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.</p>	Substantial Assurance
No observations and recommendations recorded.	

4. Area Covered: The Main Accounting System may not comply with accounting standards and may not accurately report the financial standing of the organisation	Level of Assurance
<p>Opinion Statement: 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. 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>	Substantial Assurance
No observations and recommendations recorded.	

5. Area Covered: Spend against the organisations budget may not be suitably controlled and reported, resulting in the risk of overspend	Level of Assurance
<p>Opinion Statement: 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>	Substantial Assurance
No observations and recommendations recorded.	

6. Area Covered: Bank reconciliation procedures may not be effective and errors or discrepancies may not be promptly identified and addressed.		Level of Assurance	
<p>Opinion Statement: Bank reconciliations are carried out effectively for all of the Authority's bank accounts and this was confirmed by a review of all five of the Authority's accounts.</p> <p>It is however noted that for the current account (account 3) and the income account (account 5) they are behind this financial year and have been unable to fully complete the bank reconciliations. Account 3 is due to the GPC cards where they are reliant on staff providing the information in order for transactions to be processed. The team have to chase this regularly and this was evident during testing. Account 5 is due to the processing of the income for car parks and visitor centres as this is a manual process and due to staffing issues, they have been unable to process them promptly as it is a timely process.</p> <p>This area was brought to the attention of the auditor prior to the commencement of the audit work and the Authority are looking into this area to establish whether the processes can be streamlined to reduce the burden on the finance team.</p>		Reasonable Assurance	
No.	Observation and implications		
6.1	There is currently a back log in the reconciliations taking place for account 3 and account 5. This is due to the backlog in the GPC cards which is highlighted under the creditor testing and income for visitor centres and car parks. The current processes are over cumbersome due to the finance team having to chase to ensure that relevant evidence and authorisation is provided to them before they can process transactions. In regards to the income for car parks and visitor centres this is a manual process and they are behind due to staffing issues.		
	Recommendation	Priority	Management response and action plan including responsible officer
6.1.1	The finance team should ensure that bank reconciliations are undertaken on a monthly basis. This will enable any errors and discrepancies to be identified promptly.	High	The team do complete reconciliations monthly and are instrumental in ensuring this is completed in a timely manner. Due to staff sickness (COVID), this has affected the ability to complete monthly reconciliation within a reasonable timeframe.

7. Area Covered: Non-compliance with Treasury Management statutory requirements, regulations and best practice.	Level of Assurance
<p>Opinion Statement: 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.</p>	Substantial Assurance
No observations and recommendations recorded.	

8. Area Covered: Financial loss and undetected error or fraud	Level of Assurance
<p>Opinion Statement: 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>	Substantial Assurance
No observations and recommendations recorded.	

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

Marking	Definitions
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/AG/23/001

Dartmoor National Park Authority Audit & Governance Committee

3 February 2023

Financial Management 1 April to 31 December 2022 and Forecast of Financial Outturn 2022/23

Report of the Head of Business Support

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

1 Monitoring and Management of Revenue Budgets (October to December 2022)

- 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 2022

- 2.1 The 2022/23 net budget was set at £3,968,345 (NPA/22/012) funded by National Park Grant (NPG) fees and charges and Earmarked Reserves. The Authority approved various transfers to reserves at the end of the 2021/22 financial year (NPA/AG/22/003) which are subsequently brought forward and allocated to the 2022/23 (in-year) budget so that projects can be completed.
- 2.2 Current projections, based on figures at the end of December (month 9) indicate that a deficit of £112,741 may arise. 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 most significant of the costs relating to the increase in deficit are due to the recent court case for the right to wild camp on the moor, where the court upheld the case brought by the landowner. These costs will need to be met from reserves.
- 2.4 As mentioned in the last monitoring report we have also incurred premises related cost at Princetown Visitor Centre for Chimney works, which have also been included in the current forecast outturn position. These are estimated costs, as a review is currently establishing what works will or will not need to be undertaken. Any costs in relation to these repairs will be met from our "Property Repair Reserve" at year end.
- 2.5 The main variations and movements in the management accounts since the last report, are set out below:

Salaries – Currently showing a deficit of £61,756 is in relation to the pay award, a lump sum payment of £1,925 across all grades and 4.04% for nationally agreed allowances, which was accepted by Trade Unions on the 1 November 2022. Staff turnover continues to produce vacancy savings whilst posts are being recruited to.

Travel and transport – Currently forecasting savings of circa £3,892. Most staff meetings with partners, other National Parks, conferences, and training are still predominately undertaken online. It was last reported about the implication of the rising cost of fuel having an impact, particularly for the Rangers and Conservations works teams, but with the recent drop in fuel prices these costs are not expected to be as high as initially assumed.

Visitor Management – It is envisaged there will be a shortfall of around £24,400 for car parking income. With the implementation of the traffic regulation order and members approval at the last Authority meeting for an increase in car park charges, this will improve the shortfall, but a deficit is still to be expected. The supplies overspend is regarding project and key campaign costs for the additional public notifications during the summer months banning fires and barbeques.

Visitor Centres – since the last budget monitoring reporting a deficit due to higher salary and electricity costs, there have been increased unplanned maintenance costs in relation to Haytor roller shutter door issue, now resolved, and the removal of asbestos within the loft at Postbridge.

Development Management – The overspend reported at the last Audit and governance continues to be related legal costs for planning appeals and court cases. With a forecast of just under £40,000 for the requirement to use a barrister service. There are £11,000 worth of savings expected for subscriptions and memberships, planning appraisals and public notice. The caveat regarding planning appraisals and public notices are these could change by close of year, the very nature of the planning process is difficult to forecast.

Biodiversity and Land Management – is expected to see an underspend, mainly due to receipt of filming income and contribution from Shallowford Trust for professional advice supporting Green Recovery Challenge Fund application. Managing own land costs are expected to be less than budgeted. There are also underspends expected for biodiversity projects, which are unlikely to completed this year due to resource issues.

Corporate & Democratic Core – Treasury income to be achieved by 31 March will be £14,000 (budgeted for just £400). Donate for Dartmoor income received to date is £13,626. Supplies and services overspend are due to consultancy costs for the successful National Heritage lottery fund development bid and costs for Audit.

- 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 £6,603. 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:

Project Fund 2022/23	£
Opening Balance	(75,000)
Study Tour to Yorkshire and the Lakes (cluster farmers + Dartmoor Farmers Association)	5,000
Big Path Survey extra ARCSpeed licences	2,000
Generation Green 2 project officer	1,000
National project for equality, diversity and inclusion	1,000
Leaflet	600
Plan design and print	1,500
Sound post	2,000
ArcSpeed Improvements (Erosion App)	1,525
Dartmoor Folk Tales (CD production)	250
IT security audit	2,700
Tech for room 17 & 11	3,000
Conservation Plan - Dynamic Dartmoor	3,000
Adventure Activities license - schools license	715
Impact Assessment - Byelaw review	3,000
Wood Strategy - Devon contribution	5,000
Double Yellow Lines at Two Bridges	4,330
Pine Marten support	10,000
Dartmoor Marshalls	15,000
Climate Change Training	400
Environmental Land Management Test and Trial	1,250
Meeting room upgrade	1,161
ArcSpeed Improvements (Fingerposts App)	3,966
Balance Remaining	(6,603)

3 Capital Programme and Prudential Indicators

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

Capital Scheme	2022/23 Budget £	2022/23 Forecast £	2023/24 Budget £
Conservation Works Team Vehicle	23,000	0	23,000
Total	23,000	0	23,000
Funded From	£	£	£
Capital receipts	(23,000)	0	(23,000)
Total	(23,000)	0	(23,000)

3.2 The procurement of a replacement vehicle for the Conservation Works Team has been deferred until 2023/24, due to resource issues.

4 Treasury Management Stewardship – mid year performance

4.1 In December 2021, the Chartered Institute of Public Finance and Accountancy (CIPFA) published a revised Code of Practice for Treasury Management and a revised Prudential Code. In compliance with the code, the Authority approves a Treasury Management Policy & Investment Strategy annually (NPA/22/013). This sets out the detail on how the function is to be carried out, and delegates overall management of it to the Chief Finance Officer.

4.2 The Authority seeks to operate its accounts in credit, and any short-term surplus funds are deposited with in our bank accounts or the Barclays Treasury Deposit Account. Various forecasts have to be made about the likely interest rate movements and cash flow variations and an estimate of likely income from investment receipts are included in each year’s Revenue Budget.

The following table shows the outturn position for the previous six financial years, the current position and a forecast outturn for 2022/23

2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outturn	Outturn	Outturn	Outturn	Outturn	Outturn	Forecast
£17,950	£10,616	£23,505	£23,726	£5,488	£386	*£14,400

* Budget £400

5 Reserves

5.1 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.

5.2 The following table, based on the current financial position, sets out what the earmarked reserves are likely to be as at 31 March 2023 (with a 2021/22 comparator). It should be noted that grants and contributions received in 2022/23 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.

Actual 2021/22	Earmarked Reserves	Forecast 2022/23
£		£
(2,749,271)	Opening Balance	(2,537,742)
85,719	Use of reserves in year (appendix 3)	733,363
(374,190)	Contributions to reserves / carry forwards*	(138,826)
(2,537,742)	Closing Balance (forecast)	(1,943,205)
(500,000)	General unallocated Reserve	(500,000)

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

- 5.3 Reserve balances are closely monitored during the year and as we have now started the process of building the 2023/24 Budget and the Medium Term Financial Plan (up to 2026) the balances are likely to change. Members will note that the current forecast for total reserve balances are anticipated to fall to circa £2.2m by the end of 2025, reflecting the fact that reserve balances are “working balances” and not just used to “save up funds” without proper purpose.

6 Sustainability and Equality Impact

- 6.1 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.

7 Conclusions

- 7.1 The forecast outturn deficit of £112,741 represents a 2.80% (£32,918 or 0.82% at month 6) variance against the (revised) budget. Consideration should be made regarding current economic trends (inflation) and cost of living; the deficit could change. The Authority is particularly good at making in year savings and our reserves are healthy. But the Authority will require the need to make a call on reserves due to the cost implications with the right to wild camp court case. It should also be noted that some fluctuations are likely between now and the rest of the year, especially if projects are delayed (e.g., to poor weather conditions or to partnership funding variations and start dates/timing) or if other income is received or generated.
- 7.2 The current year’s projected outturn will be robustly monitored and challenged over the remaining three months to ensure that the Authority’s aims, objectives and outcomes are achieved. Members will be notified at the earliest opportunity, if any new budget pressures or significant variations are likely to occur.

ANGELA STIRLAND

NPA/22/012 2022/23 Net Revenue Budget, Medium Term Financial Plan & Capital Budget
NPA/22/013: Treasury Management Investment Strategy 2022/23
NPA/AG/22/003: Financial Outturn 2021/22

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

Functional Strategy	Original Budget 2022/23 £	Budget Variation 2022/23 £	Revised Budget 2022/23 £	Actual & Committed Month 9 £	Budget Remaining 2022/23 £	Projected Outturn 2022/23 £	Year End Deficit/ (Surplus) £
Biodiversity	148,354	21,855	170,209	99,219	(70,990)	155,974	(14,235)
Land Management	69,251	2,000	71,251	42,444	(28,807)	53,436	(17,815)
ELMS	0		0	0	0	0	0
Farming in protected Landscapes	0		0	(367,555)	(367,555)	0	0
Green Recovery Challenge Fund	0	0		193,806	193,806	0	0
Woodlands	45,243	5,000	50,243	33,748	(16,495)	51,514	1,271
Headwaters project	0		0	19,461	19,461	0	0
Peatlands Project	0		0	(12,163)	(12,163)	0	0
Naturally Environment	0	0	0	0	0	0	0
Facilitation Fund	0		0	1,238	1,238	0	0
Hill Farm Project	0	6,250	6,250	29,681	23,431	(48,339)	(54,589)
Natural Environment	262,848	35,105	297,953	39,879	(258,074)	212,585	(85,368)
Archaeology	121,488	13,250	134,738	91,450	(43,288)	133,266	(1,472)
Built Environment	43,843	0	43,843	36,088	(7,755)	47,426	3,583
Higher Uppacott	19,465	625	20,090	7,221	(12,869)	15,260	(4,830)
Cultural Heritage	184,796	13,875	198,671	134,759	(63,912)	195,952	(2,719)
Visitor Management	49,672	13,061	62,733	112,051	49,318	92,388	29,655
Access	119,609	3,449	123,058	94,314	(28,744)	129,427	6,369
Public Rights of Way	110,076	9,563	119,639	56,941	(62,698)	115,995	(3,644)
Sustainable Transport & Tourism	19,882	0	19,882	9,664	(10,218)	10,422	(9,460)
Recreation Management, Traffic & Transport	299,239	26,073	325,312	272,970	(52,342)	348,232	22,920
Visitor Centres	185,594	1,472	187,066	195,286	8,220	199,070	12,004
Communications	217,446	6,677	224,123	171,940	(52,183)	216,281	(7,842)
Naturally Healthy Dartmoor	1,000	0	1,000	0	(1,000)	1,000	0
Youth Engagement Ranger	0		0	1,051	1,051	0	0
Education	186,450	1,715	188,165	99,461	(88,704)	130,969	(57,196)
Education, Information & Communication	590,490	9,864	600,354	467,738	(132,616)	547,320	(53,034)
Rangers	452,565	15,000	467,565	389,949	(77,616)	493,742	26,177
Conservation & Access Volunteers	0	0	0	0	0	0	0
Conservation Works Service	144,182	0	144,182	110,050	(34,132)	150,403	6,221
Rangers, Estates & Volunteers	596,747	15,000	611,747	499,999	(111,748)	644,145	32,398
Development Management	413,822	27,550	441,372	349,501	(91,871)	509,620	68,248
Forward Planning & Community	180,432	14,100	194,532	73,231	(121,301)	118,587	(75,945)
Corporate and Democratic Core	350,947	0	350,947	223,435	(127,512)	329,765	(21,182)
Information Technology	209,290	5,700	214,990	185,589	(29,401)	232,447	17,457
Corporate Operating Costs	127,651	1,161	128,812	116,110	(12,702)	128,936	124
Administration and Finance	186,898	0	186,898	151,239	(35,659)	198,076	11,178
Legal & Democratic Services	70,000	0	70,000	37,617	(32,383)	152,506	82,506
Human Resources	169,435	400	169,835	135,122	(34,713)	179,658	9,823
Office Accommodation (Parke)	112,451	4,177	116,628	97,027	(19,601)	125,173	8,545
Office Accommodation (Princetown)	116,299	1,600	117,899	94,913	(22,986)	139,489	21,590
Corporate Services	992,024	13,038	1,005,062	817,617	(187,445)	1,156,285	151,223
Project Fund	75,000	(68,397)	6,603	0	(6,603)	6,603	0
Total Net Expenditure	3,946,345	86,208	4,032,553	2,879,129	(1,153,424)	4,069,094	36,541

Funded By:	£			£	£	£	£
National Park Grant	(3,825,865)		(3,825,865)	(3,068,528)	757,337	(3,825,865)	0
From Reserves per Budget	(120,480)		(120,480)		120,480	(120,480)	0
Other Reserve Movements:	0	(10,500)	(10,500)	0	10,500	(10,500)	0
		(13,000)	(13,000)		13,000	(13,000)	0
B/Fwd orders and commitments		(62,708)	(62,708)	0	62,708	(62,708)	0
Grants and Contributions to allocate at year end						76,200	76,200
Carry forwards at Year end			0	0	0	0	0
Total	(3,946,345)	(86,208)	(4,032,553)	(3,068,528)	964,025	(3,956,353)	76,200

Budget Variation - (Under) / Over Spend	0	0	0	(189,399)	(189,399)	112,741	112,741
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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	6,003	139		74	(26,501)	(20,285)	6,050		6,050	(14,235)	Some projects unlikely to be completed due to resource issues
LAND MANAGEMENT	1,589	(397)			(8,292)	(7,100)	(5,000)	(5,715)	(10,715)	(17,815)	Contribution for professional advice for Shallowford trust GRCF application and income from filming fees
ELMS					0	0	0		0	0	
FARMING IN PROTECTED LANDSCAPES						0			0	0	
GREEN RECOVERY CHALLENGE FUND						0			0	0	
WOODLANDS	1,560	(100)			32	1,492	0	(221)	(221)	1,271	Pay award rate above budgeted amount
HEADWATERS PROJECT						0			0	0	
PEATLANDS PROJECT						0			0	0	
NATURAL ENVIRONMENT PAY & TRAVEL FACILITATION FUND		0		0		0			0	0	
HILL FARM PROJECT					26,585	26,585	(81,174)		(81,174)	(54,589)	grant from PCF, Duchy and Our Uplands Commons
NATURAL ENVIRONMENT	9,152	(358)	0	74	(8,176)	692	(80,124)	(5,936)	(86,060)	(85,368)	
ARCHAEOLOGY	7,003	(300)		308	(7,578)	(567)	(755)	(150)	(905)	(1,472)	Minor works less than budgeted amount
BUILT ENVIRONMENT	3,458	93			32	3,583		0	0	3,583	Pay award rate above budgeted amount
UPPACOTT		155	1,069		0	1,224		(6,054)	(6,054)	(4,830)	Rental income
CULTURAL HERITAGE	10,461	(52)	1,069	308	(7,546)	4,240	(755)	(6,204)	(6,959)	(2,719)	
VISITOR FACILITIES	(5,118)	(198)	41	0	16,019	10,744	1,318	17,593	18,911	29,655	Mobile vending licences more than original budget, but offset by reduce income for car parking
ACCESS & RECREATION	5,083	374		854	58	6,369	0		0	6,369	Pay award rate above budgeted amount
PROW	4,934	193			65,896	71,023	(74,667)		(74,667)	(3,644)	material cost for rights of way & modification orders recharge
SUSTAINABLE TOURISM & TRANSPORT	(4,032)	(250)			(5,178)	(9,460)		0	0	(9,460)	Vacancy savings.
RECREATION MANAGEMENT	867	119	41	854	76,795	78,676	(73,349)	17,593	(55,756)	22,920	
VISITOR CENTRES	3,754	24	8,004		1,396	13,178	0	(1,174)	(1,174)	12,004	Pay award rate above budgeted amount
COMMUNICATIONS	(11,245)	(436)			259	(11,422)		3,580	3,580	(7,842)	Vacancy savings and staff on long term sick
NATURALLY HEALTHY DARTMOOR					0	0			0	0	
YOUTH ENGAGEMENT RANGER					0	0			0	0	
EDUCATION	(52,628)	(46)		195	(2,111)	(54,590)		(2,606)	(2,606)	(57,196)	Vacancy savings.
PROMOTING UNDERSTANDING	(60,119)	(458)	8,004	195	(456)	(52,834)	0	(200)	(200)	(53,034)	
RANGERS	19,666	773	442	5,613	20,666	47,160	(20,375)	(608)	(20,983)	26,177	Pay award. Marshalls support shortfall from project fund.
CONSERVATION & ACCESS VOLUNTEERS				0		0			0	0	
CONSERVATION WORKS SERVICE	2,506	26	1,287	2,412	219	6,450		(229)	(229)	6,221	Pay award rate above budgeted amount
RANGERS, ESTATES & VOLUNTEERS	22,172	799	1,729	8,025	20,885	53,610	(20,375)	(837)	(21,212)	32,398	
DEVELOPMENT MANAGEMENT	36,514	97		347	32,422	69,380		(1,132)	(1,132)	68,248	Pay award rate above budgeted amount. Agency requirements to cover long term sickness, this can be covered from reserves or in year savings
DEVELOPMENT MANAGEMENT	36,514	97	0	347	32,422	69,380	0	(1,132)	(1,132)	68,248	
FORWARD PLANNING & COMMUNITY	17,106	(353)		0	9,512	26,265	0	(102,210)	(102,210)	(75,945)	Pay award rate above budgeted amount, but some vacancy savings have offset the increase. Contribution for affordable homes (Beacon Park). Carbon Toolkit costs, to be met from reserves
FORWARD PLANNING	17,106	(353)	0	0	9,512	26,265	0	(102,210)	(102,210)	(75,945)	
CORPORATE CENTRE	5,251	(2,184)		586	7,791	11,444		(32,626)	(32,626)	(21,182)	Treasury Interest & Donate for Dartmoor to be carried forward
CORPORATE & DEMOCRATIC CORE	5,251	(2,184)	0	586	7,791	11,444	0	(32,626)	(32,626)	(21,182)	
INFORMATION TECHNOLOGY	6,217	(298)		104	12,434	18,457		(1,000)	(1,000)	17,457	SAN maintenance underspend, but used to contribute towards a new server. Pay award rate above budgeted amount.
CORPORATE OPERATING COSTS			0	(12,000)	12,531	531		(407)	(407)	124	Insurance and Property Service costs (NPS) more than budgeted for, which has been offset by delayed lead time for lease vehicles
ADMIN & FINANCE	10,465	21			692	11,178		0	0	11,178	Pay award rate above budgeted amount
LEGAL	0	0			82,511	82,511		(5)	(5)	82,506	Additional costs relating to court case to be met from reserves
HUMAN RESOURCES	4,060	284			5,479	9,823		0	0	9,823	Pay award rate above budgeted amount
OFFICE ACCOMMODATION (PARKE)	(393)	0	9,087			8,694		(149)	(149)	8,545	Utility bills higher than budgeted for.
OFFICE ACCOMMODATION (PRINCETOWN)	0		21,740			21,740		(150)	(150)	21,590	Chimney repairs to be undertaken
CORPORATE SERVICES	20,349	7	30,827	(11,896)	113,647	152,934	0	(1,711)	(1,711)	151,223	
RESERVE MOVEMENTS						0			0	76,200	Affordable homes less Carbon Analysis
REVENUE EXPENDITURE	61,753	(2,383)	41,670	(1,507)	244,874	344,407	(174,603)	(133,263)	(307,866)	112,741	

GENERAL FUND RESERVE BALANCES

Appendix 3 to Report No. NPA/AG/23/001

GENERAL FUND RESERVE BALANCES	2021/22 Closing Balance	2022/23 Transfers Out	2022/23 Transfers within	2022/23 Transfers In	2022/23 Forecast Movements	2023/24 Forecast Movements	2024/25 Forecast Movements	2024/25 Forecast Closing Balance	Notes
	£	£				£		£	
Ringfenced External Grants & Contributions with Restrictions									
Hill Farm Project (Princes Countryside Fund)	(55,970)	55,970			0			0	Cash balances are carried forward at each year end as allocated to expenditure
Farming in protected landscapes	(11,084)	11,084			0			0	
Communities Fund Grant (from District Councils)	(95,567)	95,567			0			0	Cash balances are carried forward at each year end as allocated to expenditure
Beacon Park affordable housing				(102,200)	(102,200)	102,200		0	to be used for affordable housing within the next 5 years
DCLG - Neighbourhood Planning Grant	(10,000)				(10,000)			(10,000)	Community planning referendums
DCLG - Unringfenced Grants	(84,940)				(84,940)			(84,940)	
Donate for Dartmoor Balances (public donations)	(37,086)	26,500		(13,626)	(24,212)			(24,212)	Cash balances are carried forward at each year end as allocated to expenditure
Police & Crime Commissioner Grant - Dartmoor Marshals Scheme	0				0			0	
Peatland Partnership	(98,755)				(98,755)			(98,755)	Cash balances are carried forward at each year end as allocated to expenditure
Marshalls	0				0			0	
ELMS Test and Trials project	0				0			0	Cash balances are carried forward at each year end as allocated to expenditure
Dartmoor Headwaters Project (Environment Agency)	0				0			0	Cash balances are carried forward at each year end as allocated to expenditure
Woodland Trust - Conservation Volunteers	0				0			0	
Green Recovery Challenge Fund	(87,599)	87,599			0			0	Cash balances are carried forward at each year end as allocated to expenditure
Cave Shrimp S106	(6,000)	6,000			0			0	
Clarion Housing #iwill	0				0			0	
Clif Bar - Conservations Volunteers	0				0			0	
Moor Medieval book sales	(3,027)	3,027			0			0	
South West Water - Invasives Project	0				0			0	
Defence infrastructure - Nattor Down	0				0			0	
Natural England - Ground Truthing	(5,500)	5,500			0			0	
Defence infrastructure - River Tavey bridge feasibility	(5,000)	5,000			0			0	
Budget Management Fund - Provisions (risk based)									
Employees	(52,000)				(52,000)	(33,000)		(85,000)	See risk assessment for breakdown - 2022/23 pay award
Costs and Awards: Appeals/Public Enquiries/Litigation	(250,000)	70,000			(180,000)			(180,000)	See risk assessment for breakdown
Loss of Income and Inflation	(34,500)				(34,500)			(34,500)	See risk assessment for breakdown - inflationary impact may mean that this is needed in 2022/23
Business Review transaction costs	0	33,000	(33,000)		0			0	
Invest to Save and / or Generate Projects	(33,733)				(33,733)			(33,733)	
Climate Change /Emergency Declaration	(50,000)				(50,000)	25,000		(25,000)	NPA/19/020
Annual Revenue Outturn	(360,523)	77,338	33,000		(250,185)	153,185		(97,000)	NPA/21/009
Capital Expenditure Fund									
Vehicles - Sinking Fund - Replacement	(127,321)	2,231		(2,231)	(127,321)	2,231		(125,090)	CWT vehicle in 2022/23 deferred until 2023/24
Property - Sinking Fund - Repairs & Maintenance	(200,000)	106,570			(93,430)			(93,430)	Princetown Ian Mercer room repairs 2022/23 and chimney repairs
Planning IT system	0				0			0	In year efficient savings therefore no call on reserves
Known Commitments									
National Park Management Plan	(25,590)				(25,590)			(25,590)	C/Fwd to be used as required
Conservation Volunteers - DNPA Commitment	(5,000)				(5,000)			(5,000)	C/fwd from 2019/20 to be used as match funding
Carbon Toolkit	(20,000)	20,000			0			0	
2020/21 Commitments to carry forward	0				0			0	
2021/22 Commitments to carry forward	(62,708)	62,708			0			0	C/fwd from 2020/21
Capital Receipts Unapplied	(20,769)	20,769		(20,769)	(20,769)	20,769		0	CWT vehicle in 2022/23. deferred to 2023/24
Match Funding Reserve									
Cash Flow management of external funding bids	(236,500)				(236,500)			(236,500)	To cover cash flow delay when claiming in arrears
Public Arts Project 2020	(120,000)				(120,000)			(120,000)	NPA/19/015 - risk that costs will not be covered by income to be determined
South West Peatland Partnership	(125,000)				(125,000)			(125,000)	NPA/21/020
Green Recovery Challenge Fund - Changing Lives, Nurturing Nature	(22,000)	22,000			0			0	NPA/21/016
Dynamic Landscape		22,500			22,500			22,500	
Unallocated fund balance	(291,570)				(291,570)			(291,570)	
Total Earmarked Reserves	(2,537,742)	733,363	0	(138,826)	(1,943,205)	270,385	0	(1,672,820)	
General Reserve (unallocated emergency reserve)	(500,000)				(500,000)			(500,000)	
Total General Fund Balance	(3,037,742)	733,363	0	(138,826)	(2,443,205)	270,385	0	(2,172,820)	

2021/22 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2022/23 Opening Balance £'000	2022/23 Closing Balance £'000
Grants & Contributions with Restrictions carried forward: Grants & Contributions with Restrictions	N/A	Actual	(501)	(320)
Employees: Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)	(52)
Costs & Awards: Appeals / Public Enquiries / Litigation	High	Est.	(250)	(180)
Loss of Income and / or Price Increases: Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(35)	(35)
Capital - Property: Repairs & maintenance (sinking fund)	High	Est.	(200)	(93)
Capital - Vehicles Provision for future replacement of vehicles (sinking fund)	High	Est.	(127)	(127)
Capital Receipts Reserve	N/A	Actual	(21)	(21)
Climate Change	N/A	Actual	(50)	(50)
Planning IT System	N/A	Actual	0	0
Known Commitments/Contracts				
Local Plan Review	N/A	Actual	0	0
National Park Management Plan	N/A	Actual	(25)	(25)
Contracts - work in progress	N/A	Actual	(88)	(5)
Match Funding Reserve				
Cash Flow Management of Externally funded projects	N/A	Actual	(236)	(236)
South West peatland Partnership	N/A	Actual	(125)	(125)
Green Recovery Challenge Fund	N/A	Actual	(22)	0
Dynamic Landscape				22
Public Arts Project	N/A	Actual	(120)	(120)
Unallocated fund balance	N/A	Actual	(292)	(292)
Revenue				
Invest to save and / or Generate Projects	N/A	Actual	(34)	(34)
Revenue Outturn Surplus - to be reallocated	N/A	Actual	(360)	(250)
General Reserve - Minimum amount to cover unanticipated costs / emergencies	N/A	Actual	(500)	(500)
Total Reserve Balance			(3,038)	(2,443)



NPA/23/002

Dartmoor National Park Authority

3 February 2023

Business Plan Monitoring 2022/23 (April 2022 – December 2022)

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 2022/23 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 2022/23.
- 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 2022/23 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 2022/23 identifies 25 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 25 key actions is summarised in the table below. The data up the end of the preceding quarter (Q2) and last year are provided for comparison.

Progress 2022/23	Q2 (end of Sept 22)	Q3 (end of Dec 22)	Previous year (21/22)
	% (no.)	% (no.)	% (no.)
On target / completed	48% (12)	36% (9)	58% (15)
Delayed / behind schedule	40% (10)	36% (9)	35% (9)
Unlikely to complete / will not be completed	12% (3)	28% (7)	7% (2)

2.4 Members will note the increase in the number of key actions (up four on Q2) that are either unlikely to be completed or will not be completed.

2.5 The seven key actions that will not be completed in 2022/23 are as follows:

No.	Key action
3	Improved understanding of soils and their role in carbon management, flood management and nature recovery
4	Produce species reintroduction strategy
14	Develop a Green Transport Strategy
16	Design Guidance Supplementary Planning Guidance Document (SPD)
20	Dartmoor Partnership Plan
21	Dartmoor Foundation
25	Developing a strong evidence base

2.6 Leadership Team have identified staff turnover and unplanned/unforeseen work, often requiring urgent action and changes to work programmes as the primary reasons for some of the planned actions being deferred or reprogrammed.

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

2.8 Members will be aware that the Authority is currently undertaking a major upgrade of our planning application data handling system – the first for over 20 years. This is a complex project from a technical point of view, and we are experiencing problems that prevent our staff and the public from being able to use the system effectively.

2.9 This is having a significant impact internally in terms of performance and staff morale and externally regarding the service provided to the public. We are working closely with the software provider, Idox Software Ltd, to resolve these issues as soon as possible and have requested an urgent meeting to identify the best way forward. We will keep Members informed of developments.

2.10 Members are invited to analyse the Business Plan monitoring spreadsheet and question or seek assurances regarding the delivery of the 2022/23 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 good progress against many of the key actions set out in the Business Plan 2022/23, however as noted above some work programmes and projects have not progressed as planned.

5.2 Leadership Team have identified that many services are experiencing periods of high workload and staff turnover. Leadership Team are providing additional support, communication and understanding to service managers to ensure that staff are able to manage and work effectively.

NEIL WHITE

Business Plan Monitor 2022-23

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)
BETTER FOR NATURE						
1	Working with the SW Peatland Partnership deliver a programme of Peatland Restoration Outcome sought: Restoration and enhancement of 1000 ha of peatland on Dartmoor by 2026 to deliver multiple benefits.	RD	Milestone: New staff fully trained and integrated with team. Restoration plans prepared for Q2 and beyond. Meeting of the Peatland Partnership to review progress and move on discussions in Q3 2021/22	Milestone: Restoration plans reviewed. Finalise work on Prison Farm and set-out timetable for Ockerton, Hangingstone, Burrator, Tavy Head restorations	Milestone: 372 Ha of works planned across Ockerton, Hangingstone, Burrator, Tavy Head. Review of work to date. Meeting of Peatland Partnership.	Milestone: Annual review of work and complete works at Ockerton, Hangingstone, Burrator, Tavy Head and identify any delays or pressure points
			Actual progress: 2 new staff trained with 1 left to recruit. Restoration plans complete for Ockerton Court and Tavy Head with works to start in autumn. Prison Farm to be completed from August. Peatland Partnership delayed until Sep/Oct.	Actual progress: Prison Farm complete. Work on Ockerton Court to start in Oct, Hangingstone in Q3 and Tavy Head in Q4. Peatland Assistant recruited to start in Nov. SWW team all recruited.	Actual progress: Work started on Ockerton Court as forecast. Availability of contractors delayed the start of the work at Tavy Head and Hangingstone, which is now hoped will start in Q4 at Tavy Head and possibly August 2023 at Hangingstone. Dartmoor Peatland Partnership site visit (Prison Farm) and meeting held in October. Headwaters Co-ordinator recruited to start in Q4.	Actual progress:
2	Deliver landscape scale nature enhancement Outcome sought: 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	CG	Milestone: Work with partnership to submit Landscape Recovery bid for East Dartmoor. Provide support to Maristow with their LR bid. DNEAG meeting	Milestone: Focus on 2 priority catchments to establish and support cluster groups. Work with Penn and Stall to produce vision. Play key role in East Dartmoor LR is successful with EOI. Focus on building partner consensus and working within key areas.	Milestone: Continue delivery in 2 catchments plus support other significant landscape opportunities. DNEAG meeting	Milestone: Continue delivery in 2 catchments plus support other significant landscape opportunities
			Actual progress: East Dartmoor LRA bid submitted late May with decision expected in Aug. Maristow submitted bid but declined financial or advisory assistance. DNPA did not have sight of bid before submission. DNEAG meeting booked for mid Aug	Actual progress: East Dartmoor LRA bid successful and now working through enrolment phase ahead of development. Focus on Erme, Yealm and Walkham as priority catchments, working with commoners and individual farmers to explore opportunities. Dartmoor Natural Environment Advisory Group met to discuss better collaboration between partners and Dartmoor Advisors Forum has been re-established with meeting in Q3. Loss of nature recovery post remains challenging.	Actual progress: Recruited Headwaters Coordinator which will provide capacity for nature enhancement work. East Dartmoor Landscape Recovery Area passed to development phase and uptake from landowners good with some gaps left to address. Commissioned work for Erme and Yealm with increasing contact being made. Cluster group on Walkham being formed. Some progress on Okement but slow.	Actual progress:
3	Improved understanding of soils and their role in carbon management, flood management and nature recovery Outcome sought: By 2025 work within 50 farm businesses to improve soil health and improve soil structures to reduce compaction; improve soil biodiversity and to understand and increase carbon capture.	CG	Milestone: Produce draft 2 year programme of training and research with partners	Milestone: Deliver existing soil projects (OUC) and identify funding for expanded programme	Milestone: Partnership with DoC and year 1 programme underway	Milestone: Secure additional funding and complete year 1 programme and OCC targets
			Actual progress: No progress due to other priorities in HFP (OUC, FfF)	Actual progress: No capacity with FfF and OUC being prioritised. Recruitment of new team member will provide extra capacity.	Actual progress: No progress but Farm Support Officer now recruited so capacity available to develop soils offer in Q4	Actual progress:
4	Produce species reintroduction strategy Outcome sought: Strategic approach focusing on species that support the greatest environmental benefit. A framework for community engagement.	CG	Milestone: Form and meet specialist group to inform requirements	Milestone: Draft stratgy produced and distributed for consultation	Milestone: Final strategy produced	Milestone: Publish strategy
			Actual progress: No progress, will begin in Q2/3	Actual progress: Capacity limited to progress this work. Aim to progress with Dartmoor Natural Environment Advisory Group before end of 22/23	Actual progress: Tender being developed to support delivery from additional T&T funding. This will be let in Q4	Actual progress:
5	Working with Environment Agency and others to deliver the Dartmoor Headwaters Natural Flood Management Project Outcome sought: Targeted use of natural approaches to flood management that deliver a range of public n=benefits in a way that supports the farming/land owning community. Use learning from this project to support development of Environmental Land Management Schemes.	CG	Milestone: Employ Programme Manager and provide new Headwaters Officer with good grounding for role. Agree priority catchments with EA. Work to deliver peat/NFM as integrated programme and reconcile other projects with Headwaters.	Milestone: Employ HE and Engagement Officers. Prioritise catchments with nature enhancement objectives and begin delivery in Phase 2 catchments.	Milestone: Start Phase 2 delivery in priority catchments identified by partnership. Seek closer working relationships with related initiatives.	Milestone: Review Headwaters integration and make recommend improvements
			Actual progress: PM not requited following 2 attempts. Role rewritten and will be re-advertised in Aug. Priority catchments agreed with EA who have also made progress with business case. Ongoing meetings with headwaters and wider partners to improve integration. C&LM developing new framework for delivery to further facilitate integration.	Actual progress: Readvertised for Headwaters coordinator but no further recruitment due to concerns with project start date. Business case likely to be further delayed, 2 key EA staff leaving project and lead on long term sick. Morale within DNPA NFM team low. £100k released from flood levy fund to be used immediately and small project being funded by DCC. Concern growing over project momentum and potential change of project lead/team within the EA.	Actual progress: Headwaters Coordinator employed. £120K of funding committed for delivery in Q3/4. EA business case will not be completed until Q1, due to national process policy. Budget to be cut from £6m to £3m for remaining 4 years of project. Officers continue to work in new catchments and FiPL but unable to provide timelines for funding.	Actual progress:
6	Delivering Biodiversity Net Gain Outcome sought: Detailed technical guidance on Biodiversity Net Gain linked to the new Dartmoor Local Plan to deliver enhancement to biodiversity within the National Park. NB this is a pan-Devon initiative.	AG	Milestone: Final Joint Technical Guidance Published. Review first cases with DCC ecology service.	Milestone: Arrange stakeholder meeting with Habitat Bank to discuss their role and further understanding of market. Scope need for DNPA guidance.	Milestone: After a year of DNP BNG policy requirement, evaluate market for BNG in NP and reassess DNPA's role.	Milestone: TBC
			Actual progress: Awaiting final draft from DCC prior to seeking Member endorsement.	Actual progress: Chasing final draft from DCC prior to seeking Member endorsement (informal draft published online). DCC BNG group being formalised with small subscription	Actual progress: DCC guidance formally published. Seeking meeting with stakeholders to review DNPA's position in market place. Contributing to DLUHC sounding board.	Actual progress:

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BETTER FOR CULTURAL HERITAGE						
7	Valuing Cultural Heritage Outcome sought: Apply agreed methodology to assess historic environment significance, priorities and constraints for use by conservation projects operating at a landscape scale.	CG	Milestone: Evaluate pilot significance surveys completed on 2 catchments and identify priorities for Headwaters phase 2.	Milestone: Ensure new staff understand HE and place in upcoming works through training and site visits. CHAG meeting	Milestone: Tender initial contracts to produce significance surveys in priority NFM catchments as Ph 2 begins	Milestone: As Q3 plus provide relevant advise to inform Headwaters works.
			Actual progress: Complete G	Actual progress: Headwaters team provided training for SigCon and Peatland staff given training with HE, Cultural Heritage Advisory Group group formed, meeting before Christmas. Significant fieldwork carried out over summer including test pitting and reseach work with Leicester Uni at Dewerstone, Brief for works at Cut Hill being finalised. G	Actual progress: No NFM money unlocked so Phase 2 catchment surveys postponed. Upper Teign survey complete A	Actual progress:
BETTER FOR FARMING AND FORESTRY						
8	Deliver Farming in Protected Landscapes (FiPL) Outcome sought: Efficient delivery of Farming in Protected Landscapes (FiPL) - budget allocation is fully spent and farming community is receiving funding to deliver the four objectives of FiPL (Nature, Climate, People and Place). Learning from FiPL is applied to the development of the new Environmental Land Management system.	JS	Milestone: Projects with existing grant award actively monitored with clear expectation of claim and completion dates. FiPL team actively liaising with colleagues (Planning, Historic Environment, Ecology, Finance, Rangers etc) with weekly updates. At least one FiPL Panel meeting undertaken with all new agreements/feedback to applicants complete. Monthly and Quarterly Defra returns complete to time & accuracy. A selection of exemplar projects have been communicated/celebrated to Dartmoor's community through a range of channels, website up to date.	Milestone: As previously +; two FiPL Panel meetings undertaken with all new agreements/feedback to applicants complete. Monthly and Quarterly Defra returns complete to time & accuracy. A number of demonstration days have been provided by successful FiPL applicants to share learning, website up to date. Awarded projects with high delivery confidence should be over 70% of the year's project fund, with the remaining 30% expected to clear application during the next quarter.	Milestone: As previous quarters, at least one Panel meeting undertaken with processes complete. A number of demonstration days have been provided by successful FiPL applicants to share learning. Awarded projects with high delivery confidence should be around 100% of the year's project fund, with the opportunities to back fill identified. Significant project value claimed (~30% project fund for year).	Milestone: At least one Panel meeting undertaken, processes complete. 100% of the year's project fund to Finance by the third week of May. Communication through a number of local channels to celebrate success and exemplar projects. Over £200k value awarded to FiPL year three (23/24).
			Actual progress: Paper on first twelve months of Dartmoor FiPL to July Authority meeting (with more detail). All 'live' applicants have been contacted to request update to expected work, Onward Agreement has been amended to include start and finish dates for each activity/item. 2022/23 Assessment Panel meetings have been held in April, May and July with meetings booked every six weeks for the remaining year. Minutes and details of awarded grants are published on DNPA website. vacant Advisor post now filled, Assistant post vacant pending recruitment. Defra reporting up to date. Promotion of case studies etc behind schedule. A	Actual progress: Average grant award value has picked up over the last couple of Panel meetings, so have actually committed 84% of grant fund for this financial year (~£466,000 of £556, 372). Panel meetings were held in August and September (latter re-scheduled to 7th Oct to achieve quorate attendance). Appointed Programme Asst who took up role in early Oct. so team back to full strength, however we are behind with administrative work and applicant liaison. Defra report overdue, back on schedule by mid Oct. Project enquiry handling and other communications will be up to date by end Oct but we will prioritise applications. Still no case studies promoted and will aim to deliver this autumn, will also contact all applicants to assess delivery confidence. Expect 100% funding to be committed by Christmas. A	Actual progress: Allocated funding is at £527k (of £556k) with a further ~£50k of completed applications to approve. Panel meetings held in October, November and December, next meeting 25th January. Some demonstration days have been taking place. All applicants have been contacted to request an update on progress, with a reminder now sent where relevant. £110k claimed to date. Team are still working on confidence to complete for current projects, although some low confidence projects have already been removed from this year's forecast (hence down to £527k). All Panel meeting/decision notes available on website with more detailed record of all grants awarded, still to produce and promote case studies. November Defra report submitted late, December on time. A	Actual progress:
9	Dartmoor Hill Farm Project Outcome sought: 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	Milestone: Deliver OUC objectives. Work with PCF to develop next phase of Farm for the Future Programme (FtF). Develop and submit T&T 'pilot'	Milestone: Review and improve membership offer ahead of September renewals. Recruit farmers for FtF. Provide support for AES applications	Milestone: Begin FtF delivery. Identify and secure HFP funding for following year. Support cluster group delivery and Transition programme	Milestone: Ensure delivery of all OUC objectives and complete FtF year 1.
			Actual progress: OUC projects behind but delivery in progress. Very successful farm study tour run to Cumbria/Yorkshire for Postbridge group. Helped with FtF development which PCF have successfully secured. PCF also provided additional £20k funding/yr for 3 years. T&T EOI submitted and ongoing talks with Defra. G	Actual progress: PCF provided £30k to support new post which is being recruited now. FtF will provide balance for post. FtF recruitment and promotion started for Q3 start date. T&T application successful, delivery to start in November. Attended all Dartmoor agricultural shows over summer to raise profile and encourage membership. G	Actual progress: PCF Post recruited and due to start in mid-January subject to references. FtF underway and we have signed up 32 new people and last years group participating. Two compulsory workshops completed and now delivering 4 optionals. Developing communications plan with improvements to website, emails and social media. Developed two new Farmer Breakfasts groups and about to initiate mental health first aid training for farm advisors. T&T underway and contract signed. CCRI started work on farmers recruited for relevant groups G	Actual progress:
10	Our Upland Commons Outcome sought: Deliver agreed outcomes for National Lottery Heritage Fund programme, including shared local visions for commons, showcasing new approaches to management of common land to deliver a range of public benefits and improved thinking about new Environmental Land Management system.	RD	Milestone: Continue to deliver against key milestones. Third common identified and work programme and initiatives. Quarterly meeting of Local Area Group (LAG) held in June.	Milestone: Review progress of work on Holne, Harford and Ugborough and Walkhampton. Deliver results of Healthy Trees survey and Ko moot walking trail. Quarterly meeting of LAG held in September.	Milestone: Quarterly meeting of Local Action group. Review visioning on each common.	Milestone: Review Year 2 delivery and targets for Year 3. Meetings of Project board, steering group and Local action group.
			Actual progress: Project Officer continues to deliver against the milestones and several events held in Q1. Further work needed to progress delivery and engagement on Walkhampton. Partner engagement generally good although low turnout for Local Action Group in June. G	Actual progress: Dartmoor is delivering more effectively than other OUC partners and series of events held including well attended walk for the public led by Commoners and DNPA staff on Holne Moor. LAG meeting cancelled for September due to lack of numbers but papers shared. Issues over Pony Drift and engagement but other engagement successful and plans for Q3 training for local contractors in conjunction with NFM team. G	Actual progress: Comprehensive work programme continues to be delivered and meeting of Dartmoor LAG held in December. Group looking at legacy of project and working with Heritage Insider to evaluate the programme. Ensuring HFP can support the elements identified which will be eased in Q4 by start of HFP Support Post. Healthy Livestock Project nearing completion of Year 1 with issue of reports and working on final reports. Walling training and club events on target and well attended and working on recording of boundaries with volunteers. Outline Young Commners programme being worked up but behind on Great Gather events G	Actual progress:

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BETTER FOR PEOPLE						
11	Develop and implement Visitor Management Plan for 2022 season Outcome sought: Ensure a warm welcome to all visitors to Dartmoor National Park. Targeted outreach activity to improve inclusivity. Visitor behaviour influenced and changed so that negative impact on the fabric of the moor and local communities is reduced and positive impacts increased.	RD	Milestone: Engagement volunteers recruited and support at key sites from Easter weekend onwards. Dartmoor Marshalls procured and Ranger Team Manager works with them on training. Regular reporting tool used to ensure proper monitoring.	Milestone: Comms strategy shared with partners and regular monitoring to ensure messages are shared. Site management plans for key honeypot sites, produced and shared with partners and landowners.	Milestone: Visitor Management group meet and review summer season (13 October). Agree plans for winter months and review site management plans.	Milestone: Visitor management group meet in March 2023 to agree plans for 2023 season and identify actions and funds required.
			Actual progress: Engagement Volunteers on a rota at key locations but less recruited than hoped. Unforeseen delay in procurement of Dartmoor Marshalls and hence training and delivery which now starts early in Q2.	Actual progress: Pressures on moor were less in Q2 than in previous two years but clear messaging with fire/bbq ban and associated signs and media being supported by partners. Meeting in Q3 scheduled and to link with Dartmoor Rural Crime Initiative meeting.	Actual progress: Postive Visitor management Group meeting with partners identifying benefits of coordinated work and promotion. This is a sub-group of the reinvigorated Dartmoor Rural Crime Initiative, which met this quarter for the first time in two years. Site management plans not reviewed but winter plans agreed.	Actual progress:
12	Byelaw Review Outcome sought: A comprehensive set of easy to understand and implement byelaws (for the commons of Dartmoor and land owned by the National Park Authority) that help people enjoy the National Park's special qualities and ensure these special qualities are conserved for future generations to enjoy.	RD	Milestone: Working party review responses and identify 'minded to make' amendments. Passed to Devon Legal and also to a consultant for a full impact and sustainability assessment. Full timeline shared for next steps and enacting byelaws.	Milestone: Subject to external influences, byelaw timetable shared with consultees and Authority meeting scheduled.	Milestone: If presented to Authority, final consultation before passed to Defra.	Milestone: Subject to Q2 then amended byelaws will be formally adopted. (Update Jan 2023 - additional Authority meeting /stage held to allow for full consultation of the byelaws. They will now be passed to Defra, if approved in late March/early April 2023)
			Actual progress: Working party met and reviewed responses with details sent to Devon Legal and consultant. Timetable developed for engagement and proposed Authority report but subject to some delay due to impending legal claim impacting on elements of the Byelaw review.	Actual progress: Authority meeting for Q3 scheduled. Engagement in Q2 with recreational users and other key stakeholders (internal and external)	Actual progress: Working with DCC legal agreed that we required an interim presentation before the final presentation to Authority in Q4. Special Authority Meeting held in November and further consultation with statutory and key consultees.	Actual progress:
13	Miles Better Outcome sought: Develop a costed programme of improvements to access infrastructure and secure funding for this programme in order to ensure that all access routes and associated infrastructure is in good condition, easy to use and helps support the Dartmoor economy.	AW	Milestone: Scoping of project objectives, outcomes and key targets and produce action plan with timeline. Identification of target areas/routes (including erosion sites?). Identify delivery mechanisms - fundraising/crowdfunding and volunteer inputs	Milestone: Identify likely funders and resources to implement. Bid to DCC capital works. Bid to military for works at Standon Steps.	Milestone: Works undertaken through FiPL, DCC capital works or D4D	Milestone: Meet with DCC PROW team, review works to date and identify programme for 2023/24
			Actual progress: Vision and objectives identified and project plan drafted with action plan and timeline.	Actual progress: Action plan/ delivery plan produced. Our focus has been on working up delivery of the Defra Access for All funding (£63k to be spent by March) and the additional spend allocated by DCC (£43k capital)	Actual progress: Focus on delivery of additional Defra spend before March 2023 and additional funding recieved for capital access improvement works. Separate to this we have continued with the condition survey for the full network of PROW and will analyse data during next quarter.	Actual progress:
14	Develop a Green Transport Strategy Outcome sought: A strategy to reduce the impact of cars through congestion or inappropriate parking as people arrive and travel around the National Park by other means of transport, Opportunities for those without access to a car are increased.	AW	Milestone: Complete scoping work and confirm timeline. Project team?	Milestone: Research and meetings with partners. Current resource / use ,gap analysis (network/links) and what needs to change. Prepare draft proposals / priorities document. (PMWP/Authority?)	Milestone: Public consultation and user groups/ stakeholders input / meetings.	Milestone: Analysis of consultation responses and develop final version - Authority?
			Actual progress: Not progressed further due to team capacity and other priorities. Literature review including county and district transport/infrastructure plans	Actual progress: Not progressed due to capacity issues within team. We could produce a brief to buy in some external support to move this forward?	Actual progress: Not progressed due to other priorities, delivering Defra funded access projects and work on DNPA premises	Actual progress:
15	Programme of events and activities focused on our Visitor Centres Outcome sought: Attract new visitors/audiences. Provide an opportunity to communicate key messages and explain the work of the Authority and its partners. Increase income through retail sales and voluntary donations. Ensure community engagement and support for the local economy.	SH	Milestone: Deliver May Half Term events that promotes the importance of water on/from Dartmoor. Develop co-ordinated approach to activities on the Outreach Vehicle to use as '4th centre' in attracting audiences to VCs on Dartmoor as part of their journey of discovery. Continue to develop comms and social media plan that attracts new audiences. Amend Retail Strategy.	Milestone: Dartmoor Heritage Day delivered at Postbridge. Pop-up shops and crafts at the VCs over the summer holidays (one per week). Source quick donation opportunities in the centres. Continue comms and social media plan that attracts new audiences. Plan and deliver Summer on Dartmoor programme that supports partners and includes events that promote DNPA key messages. Work with Engagement Ranger to establish youth feedback/engagement group to try and reduce incidents of ASB outside VC at night.	Milestone: Finalise exhibitions and events for 2023/4 that reflect the work of the authority and its partners. Develop interpretation plans for Room 1 PVC and scope funding opportunities. Local business and community group drop in session at VCs. Continue comms and social media plan that attracts new audiences. Include ideas from youth group into plans. Plan and deliver October Half Term events.	Milestone: EOI for funding bid Room 1 Princetown. Continue comms and social media plan that attracts new audiences. Plan and deliver Feb half term events. Plan NP fortnight.
			Actual progress: May Half Term events delivered and successful 100% good plus rating. Comms strategy underway - stats to be shared by new Digital Officer once settled in to measure success. Summer events and activities plan for visitor centres not yet developed due to lack of capacity in outreach team. Hoping to develop a lighter touch plan to continue to attract and enage new audiences.	Actual progress: Dartmoor Heritage Day delivered at Postbridge on July 16th. Summer themed events and weeks ran over the summer. Included events complimented by trails and activity stations created by VC staff and VSM. Very well-received by visitors and locals. Comms and social media plan put on hold due to Digital Officer leaving and no BSO in place.	Actual progress: October Half term events focussed around Spooky Legends. Self guided trail at Postbridge, mask making in all the VCs and a fully booked Puppet making workshop at Princetown. Take up very good and well received. Other plans not taken forward as Visitor Centre Manager has left post and its not being filled. Centre management currently covered by Head of Comms	Actual progress:

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16	Design Guidance Supplementary Planning Guidance Document (SPD) Outcome sought: New Design Guidance (in the form of an SPD and/or Code) that delivers the Government's growing emphasis on good design in a way which conserves and enhances Dartmoor's local distinctiveness.	AG	Milestone: Design tour (internal); complete project plan; scope complete; identify support (prepare Brief)	Milestone: initial drafting; appoint consultant support	Milestone: Consultation draft publication	Milestone: Complete revisions; adopt and publish final SPD
			Actual progress: Design Tour with DM team carried out. Project plan and scoping complete. G	Actual progress: No further progress through Q2 due to focus on Housing SPD drafting. A	Actual progress: No further progress through Q2 due to focus on Housing SPD drafting and resourcing. Commencement likely delayed until late 2023. R	Actual progress:
17	Housing Outcome sought: New Housing Guidance (SPD) adds detail to the Dartmoor Local Plan, enabling good planning for housing which meets the needs of Dartmoor communities.	AG	Milestone: Second consultee meeting. Initial draft chapters.	Milestone: Complete first draft. Publish for consultation	Milestone: Consultation and final amends	Milestone: Adopt and publish
			Actual progress: Scoping complete and several chapters in draft. Discussed at PC workshop. Not held second partner meeting yet. A	Actual progress: Further chapters drafted. Discussed in detail at PSDWP. Discussed in detail with partners at JAC. Agreed approach with Members for final draft for Dec/Jan. Started to commission support for Commuted Sum. G	Actual progress: SPD finalised and put to Authority for approval of consultation draft. Consultation start aiming for Feb 2023 G	Actual progress:
18	Community and economic well-being Outcome sought: Priorities for DNPA's role will be established and new projects will be developed working closely with communities and businesses which support the vibrancy and resilience of Dartmoor's communities.	AG	Milestone: Re-appoint to Projects Officer post. Briefing note on digital connectivity.	Milestone: New Projects Officer in post. Develop connections and identify projects - prepare bids. Briefing paper on economic development role for Member consideration.	Milestone: At least one project funding bid. Continued community/business support. Identify partnership projects. Develop legacy for WeAreDartmoor.	Milestone: At least one project in progress, and at least 2 partnership projects in progress. Continued community/business support. Prepare legacy for WeAreDartmoor.
			Actual progress: Unable to appoint at first round of interviews. Second round advert out. Continued support to keep in touch with projects in absence of PO. Briefing note on digital connectivity not completed. R	Actual progress: Projects Officer recruited and in post. Networks of businesses and community / village halls established. Questionnaire sent to Dartmoor Food and Drink producers to inform legacy of We Are Dartmoor. Support given to Ashburton PO and Village Halls request for funding advice. Co-working on Methodist Church and South Zeal projects. G	Actual progress: Discussions had re future format of We Are Dartmoor. Strong links developed with more Dartmoor businesses and clear plan developing for a Dartmoor Business Network. Successfully supported partners in funding bids. Working with South Brent to explore a new CSA project in South Dartmoor. G	Actual progress:
BE AN EXCELLENT ORGANISATION						
19	Deliver DNPA's Climate Action Plan Outcome sought: Aim is to be a carbon neutral organisation by 2025	AG	Milestone: Land asset carbon footprint to progress. EV procurement finalised. Explore renewable energy procurement. Review GameChangers discussion with LT. Progress Visitor Centre Sustainable Procurement Strategy.	Milestone: Land asset carbon footprint to complete stage 1 and 2. Decide whether to progress stage 3. Progress Haytor Solar PV. Explore options for improving procurement processes.	Milestone: Land asset carbon footprint concludes. Consider implications for achieving carbon neutrality. Commence Action Plan Review.	Milestone: Conclude Action Plan Review
			Actual progress: Land asset carbon footprint progressing, soil sampling complete. EV procurement finalised. Pursuing renewable energy procurement with LASER, summer update due for autumn buy in. Chasing VC sustainable procurement strategy. A	Actual progress: Haytor Solar PV on hold, to be picked up with Premises Manager replacement. Land asset carbon footprint delayed due to sampling not being undertaken during drought summer conditions, and Forestry Research soil analysis equipment being condemned. Verbal update to be given to LT in October. Engaged with Devon group looking to improve and make consistent reporting of procurement emissions, including DCC and UoE. A	Actual progress: First draft of land asset carbon footprint in hand and being reviewed. Unfortunately likely further delay having identified Farm Carbon Toolkit sampling errors which require correction. Contract likely not to progress beyond footprinting, subject to review with Ecologist. Sufficient sequestration discovered in woodlands to ensure DNPA carbon neutrality. Climate Action to be progressed subject to capacity and support in late Feb/March A	Actual progress:
20	Dartmoor Partnership Plan Outcome sought: To undertake a light touch review to ensure the Plan related to the Government's response to the Landscapes Review. Clearly communicate the Partnership Plan Vision, establish robust governance and a monitoring framework for the Plan - linked with a State of the Park Report - and engaging partners in ongoing delivery.	AG	Milestone: Complete Vision poster. Complete Soundscape project. Finalise partner list and programme first Board meeting. Complete indicators and final text revisions.	Milestone: First board meeting and agreement of text revision and next steps. Agree governance and monitoring approach with board. Publish/promote vision. Completed DNP Carbon Footprint and carbon budget.	Milestone: Draft SotPR	Milestone: Second board meeting. End of year reporting. Publish SotPR
			Actual progress: Vision poster complete and published. Soundscape complete. Partnership Plan text fully updated, Plan designed and printed. Web pages updated. Partner list compiled and Board meeting programmed for Jul. G	Actual progress: Inaugural board meeting held. State of the Park reporting progressed with report to LT. Soundscape project moved into FP to support capacity in comms/visitor services. A	Actual progress: SotPR delayed due to need for Visitor Survey (scheduled for summer 2023) and resignation of Assistant Policy Officer. Soundscape project being progressed by Projects Officer subject to project fund bid. SotPR and visitor survey to be progressed by Assistant Policy Officer when in post. R	Actual progress:

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21	Dartmoor Foundation Outcome sought: Scope and, subject to necessary approvals, establish a new 'Dartmoor Foundation' as a vehicle for income generation to support National Park purposes, deliver the agreed vision for Dartmoor National Park and key actions in the Dartmoor Partnership Plan.	KB	Milestone: Develop business case for the potential Foundation, research operating models, required investment and potential return on investment.	Milestone: Formal Authority paper to seek in principle approval to establish a Dartmoor Foundation and appoint a Working Group to develop the Business Case	Milestone: Future milestones dependent on the Working Group but aim is to agree articles of association and be in position to apply to Charity Commissioners by end of 2022/23.	Milestone:
			Actual progress: Research completed into differing operational models and the experience of other NPAs. G	Actual progress: Authority approval in principle. Working Group established and has discussed draft articles of association. Work started on key skills for trustees. G	Actual progress: Key skills for trustees/committee drafted. Proposals for a workshop to develop the foundation and see 'stakeholder' engagement being considered alongside potential start-up funding. Unlikely that we will be in a position to apply to Charity Commissioners by end of 2022/23. R	Actual progress:
22	Business Review Outcome sought: A financially viable, effective and efficient organisation.	KB	Milestone: Scoping paper on scale of financial challenge, future direction - what sort of organisation do we want to be?	Milestone: Discussion of options and priorities with Members (9 September 2022)	Milestone: Staff consultation paper issued	Milestone: Responses to staff consultation analysed and response published. Proposed changes confirmed subject to HR process
			Actual progress: Initial discussion with Performance Review Group and outline timeline developed G	Actual progress: Member workshop postponed to 14 October 2022. Work on track for staff consultation commencing in November 2022. G	Actual progress: Staff consultation paper published and analysis of responses commenced G	Actual progress:
23	Contribute to Government reviews and policy Outcome sought: 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	Milestone: Submit response to the Government's consultation on the Landscapes Review and Nature Recovery Green Paper. Ensure key stakeholders are briefed and understand our position.	Milestone: Contribute to working group on National Landscape Partnership and brief Authority on Government's response to the consultation.	Milestone: Future milestones dependent on Government's response to Landscapes Review and other consultations	Milestone:
			Actual progress: Authority response to the Government's consultation was submitted. Chair of the Authority has engaged in a Defra/National Parks England working group on governance. Dan Janota is involved in work on revised guidance for National Park Management Plans and the proposed Outcomes Framework. Kevin Bishop is a member of the Defra panel advising on evaluation of Farming in Protected Landscapes Programme. Inputting to thinking on National Landscapes Partnership via National parks England G	Actual progress: No formal response from the Government. FiPL year one report published for England. Date for an All Party Parliamentary Group meeting on farming in National Parks secured for 15 November 2022. G	Actual progress: No formal response from the Government to its consultation on the Landscapes Review. NPE and NPP have been offered funding to support the proposed National Landscapes Partnership/Landscapes and Trails Partnership. G	Actual progress:
24	Dynamic Dartmoor' Outcome sought: An external funding package, in partnership with others, to help deliver key priorities in the Dartmoor Partnership Plan, including nature recovery, environmental enhancement, engaging and welcoming a wider range of people and supporting sustainable use of the National Park, the local economy, jobs and communities.	JS	Milestone: Stage 1 application submitted to NLHF with wide ranging DNPA and partner support.	Milestone: Next steps under successful/unsuccessful scenarios planned with dates set. Where Partners' ambition exceeded the scope of available NLHF funding opportunities for progressing these have been explored. We expect decision from NLHF at the end of this quarter.	Milestone: If successful; recruitment of any posts and procurement of services complete and first quarterly report & NLHF monitoring meeting complete. First Partnership Board meeting. If unsuccessful new E.O.I. submitted subject to DNPA/Partnership approval.	Milestone: If successful at Stage 1; all staff and contracts active, consultations underway, Partnership Agreement drafted, background sections of Area Action Plan drafted (describing significance and condition of heritage, maps and images). If unsuccessful at first Stage 1 resubmission could be ready for submission from this quarter. Any opportunities for additional partnership projects (beyond the scope of this bid) could be taken forward.
			Actual progress: submission of Stage 1 application delayed until August '22 round to allow greater consultation with stakeholders and higher quality bid. A	Actual progress: Stage 1 application for funding submitted to NLHF mid August, application will be assessed late November and expect decision early/mid December. Follow up meeting(s) with Partners still to do. A	Actual progress: Application for Stage 1 funding successful, development phase activity will start from next quarter. G	Actual progress:
25	Developing a strong evidence base Outcome sought: An evidence base and strong partnerships with key organisations (e.g., universities) to support our work, report on the state of the National Park and evidence the impact of work to deliver the Dartmoor Partnership Plan.	AG	Milestone: Discuss project design and scope with partners, and complete data collection.	Milestone: Complete data analysis and share first draft of report with partners for feedback	Milestone: Complete revisions, take report to Authority for noting and publish final report. Report to Leadership Team 08/11/22.	Milestone: Publicity of the published report.
			Actual progress: Discussed project design and scope of the report with internal partners. A	Actual progress: Scope of the report determined following meetings with internal partners/colleagues. Meeting with leadership team for update on progress and to get a steer on data collection to be rescheduled. Started initial draft of a couple chapters. A	Actual progress: SotPR on hold due to resignation of Assistant Policy Officer and identification of need for visitor survey. Will be progressed when Assistant Policy Officer in post. R	Actual progress:

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/23/003

Dartmoor National Park Authority

3 February 2023

Performance Indicators 2022/23

Report of the Head of Organisational Development

Recommendations: **That Members:**

- (i) **note the content of the report;**
- (ii) **analyse the performance for 2022/23 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 2022/23 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 36 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 (2020/21 & 2021/22) for comparison purposes.
- 3.2 The number of working days lost due to sickness has increased significantly this year with an average of 7.78 days lost per employee to the end of December 2022 (against a target of 5 days for the whole year).
- 3.3 Long-term absences accounts for 57% of days lost (376.5 of 655.5) with two cases resulting for 191 days sickness absence.

- 3.4 Short-term absence also has an impact on performance and productivity, with coughs/cold/flu (74 days lost) and COVID (81.5 days lost) as the two highest causes of absence.
- 3.5 It is also noted that 35 employees have had less than 4 days sickness absence in the period 1 April 2022 to 31 December 2022. A further 34 employees have had no sickness absence this year to date.
- 3.6 Member attendance at Authority meetings dropped significantly in Q3 to 71% resulting in 80% attendance (year to date) against a target of 85%. To meet the target in 2022/23, Member attendance in Quarter 4 will need to be 100%.

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 Members will note the Authority's performance against the performance indicator targets during the first nine months of the business year.

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Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2020/21	Outturn 2021/22	Target 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
SUSTAIN - Conservation of the Natural and Historic Environment										
S12	Number of working days lost due to sickness per Full Time Equivalent (FTE)	a) including long term absence	NW	1.67	4.17	5	3.1	1.7 (cumulative to end of Q2 = 4.79)	2.98 (cumulative to end of Q3 = 7.78)	
		b) excluding long term absence		1.04	2.68	2	1.02	0.98 (cumulative to end of Q2 = 2.00)	1.31 (cumulative to end of Q3 = 3.31)	
S13	% of enforcement cases resolved without the need for formal action	JA/NS/CB	95.20%	97%	90%	100%	99.83%	data not available		
S14	% of Membership attending Authority meetings	PB	Authority: 90% Development Mgt:89% Audit & Gov'nce: 74% Overall attendance: 89%	Authority: 86% Development Mgt:86% Audit & Gov'nce: 81 % Overall attendance:86%	85%	Authority: 88% Development Mgt: 86% Audit & Gov'nce:58 % Overall attendance: 84 %	Authority: 84% Development Mgt: 86% Audit & Gov'nce: 88% Overall attendance: 85%	Authority: 71% Development Mgt: 72% Audit & Gov'nce: 70% Overall attendance: 71%	Authority: % Development Mgt: % Audit & Gov'nce: % Overall attendance: %	
S15	% of invoices paid on time	CAR	99.94%	99.78%	100%	100%	99.83%	100.00%		
S17	% of appeals allowed against DNPA decision to refuse consent (low figure is positive)	CH/JA	23.50%	34.7%	33%	25% (1 of 4)	28.5% (2 of 7)	0% (0 of 2)		
ENJOY - Promote a positive experience of Dartmoor National Park for Residents and Visitors										
E1	Number of visitors to Visitor Centres at:	a) Haytor	SH	10,300	32,954	52,000	12,063	19,410	4,622	
		b) Postbridge	SH	7,192	28,530	58,000	11,806	25,155	6,317	
		c) Princetown	SH	11,541	34,699	80,000	12,706	27,613	7,829	
		TOTAL:	SH	29,033	96,183	190,000	36,575	72,178	18,768	
E4	Number of litter bags collected by DNPA staff or volunteers	SL	232	431	no target set	199.5	156	124		
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)	NW	20	553.3 (6.6%)	400	9	46 (3%)	48 (1.58%)		
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	No events took place due to Covid restrictions	42	no target - record of trends	12	16	16		
	number of people participating	AW	0	13,211	reduce number of very large events	1,640	5,140	3,903		

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2020/21	Outturn 2021/22	Target 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4
E11*	Public engagement events	CP	28 events (24,395 people)	75 events (2594) people)	135 events	35 Events (1917 people)	32 events (1489 people)	9 events (507 people)	
PROSPER - Work towards ensuring Dartmoor has a thriving economy									
P1	a) major applications determined within 13 weeks *If over 13 weeks Nos of PPAs or Exts	CH	50.00%	0%	50%	100%	Nil	Nil	Nil
	b) minor applications determined within 8 weeks	CH	53.20%	61.3%	65%	77.8%	69.7%	90.0%	
	c) other applications determined within 8 weeks	CH	76.20%	71.4%	85%	93.3%	85.7%	92.9%	

Ref No.	How will we measure our achievement		Responsible Officer	Outturn 2020/21	Outturn 2021/22	Target 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4
P2	% of planning applications dealt with in a timely manner:	a) % of all planning applications determined which have been approved	CH	85.80%	91.2%	no target - success is positive decisions for Dartmoor	89.3%	83.2%	93.4%	
		b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	CH	69.56%	45.0%	80%	66.7%	41.0%	66.7%	
		c) % of pre-applications for major applications which have been dealt with within 42 days	CH	100%	Nil	70%	100.00%	100.00%	Nil	
P3	Volunteer Days	a) Total number of volunteer days organised or supported by the NPA	NW	1520	8,417	9000 (including volunteer conservation groups grant aided by DNPA)	306.5	1,544	3,034	
		b) Value (expressed in £) of volunteer days	NW (via NPE)	£152,325	£841,700	£900,000	£30,650	£154,420	£303,400	
P5	Number of affordable housing units approved		AG	78	29	25	0	2	4	
P9	Number of:	a) Followers on Social Media	SH	67,337	74,350	80,000	76,213	75,656	80,495	
		b) Subscribers to e-communications (running total)	SH	3,047	3,607	4,000	3,703	3,799	3808	
		c) % opened	SH	44% [av]	36%	45%	40%	47%	44%	
P10	Number of unique visitors to website & page views		SH	537,629/1,800,336	525,735 / 1,949,771	350,000 / 2,000,000	tbc	131,857 / 486,190	193,343/ 404,276	
P11	Parish Meetings	% of Parish meetings attended at least once in the year	PB		72%	80%	Reported Annually			
		a) Number of Parish meetings attended by Rangers / Officers	PB		12	53	28			
		b) Number of Parish meetings attended by Members	PB		89	30	47			
P12	DNPA attendance at Local shows	a) Number of shows attended	CP	0	3	18	1	14	0	
		b) Number of contacts made	CP	0	823	2,500	814	2,087	0	
P13	Number of parishes engaged in preparing a community led plan during the year with advice /assistance from DNPA		Forward Planning	To be confirmed	Not reported on 44	To be confirmed	No longer reported on - only reactive support now provided and via links with Districts.			

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2020/21	Outturn 2021/22	Target 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4
P14	Donate for Dartmoor:	LT	£5,006	£17,120 (Does not include Moor Otter income)	Overall target: £30,000	£437	£10,057 (Cumulative £10,494)	£3,133 (Cumulative £13,627)	

 Family Performance Indicators