

For the year ended 31 March 2025



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Welcome

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

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

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

We are issuing our 2024/25 External Audit Plan now to ensure that there is timely discussion of the key areas of focus.

Craig Sullivan – Key Audit Partner

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1. General Audit Information

Engagement objectives and scope

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

- give a true and fair view of the financial position of the Authority at the year end and of its expenditure and income for the year then ended;
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25; and
- have been prepared in accordance with the requirements of the Local Audit and Accountability Act 2014.

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

We are also required to satisfy ourselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2025. The Code of Audit Practice requires us to report on the Authority's arrangements under three specified reporting criteria:

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

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

Audit reports

Financial statements

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

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

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

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

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

- the Annual Governance Statement does not comply with "Delivering Good Governance in Local Government: Framework 2016 Edition" published by CIPFA/SOLACE; or
- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014; or

- we make a written recommendation to the Authority under section 24 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014 in the course of, or at the conclusion of the audit; or
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014, in the course of, or at the conclusion of the audit.

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

Value for Money arrangements

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

Audit materiality

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

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

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

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

Our basis of materiality has been set as follows:

	Basis of materiality (planning)
Dartmoor National Park Authority	2% of gross expenditure This equates to £140,700 (based on the 2023/24 audited accounts)

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

Risk assessment and significant risks

Financial statements

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

This risk assessment directs our testing towards the balances and transactions at the greatest risk of material misstatement so as to minimise the risk of undetected material misstatements. However, we do not test every group of transactions or balances but carry out sample testing of balances and transactions. Therefore, there is an inherent and unavoidable risk that some material misstatements may not be detected and therefore audit procedures should not be relied upon to detect all material misstatements, fraud, irregularities or instances of non-compliance.

Based on our knowledge of the Authority, we have identified the following as significant risk areas to be addressed during the audit along with our proposed audit approach.

Significant risks:

Risk	Audit Approach
Management override of controls (required under the ISAs)	<p>We are required by auditing standards (ISA 240) to consider fraud and management override of controls to be a significant risk for all audits as no matter how strong a control environment, there is the potential for controls to be overridden or bypassed. To address this risk, we will:</p> <ul style="list-style-type: none">• Review the reasonableness of accounting estimates and critical judgements made by management;• Test material journals processed at the year-end; and• Test other journals with key risk attributes. <p>In testing journals, we will use data analytics tools to interrogate the whole population of journals posted in the year and focus on those with key risk factors.</p>
Valuation of land and buildings	<p>There is a risk over the valuation of these assets due to the values involved and the high degree of estimation uncertainty, due to the sensitivity of the estimate to changes in key assumptions and judgements. To address this risk, we will:</p> <ul style="list-style-type: none">• Document our understanding of the processes and controls put in place by management, and evaluate the design of the controls;• Review the instructions provided to the valuer and the valuer's skills and expertise, in order to determine if we can rely on the management expert;• Write to the valuer to confirm the basis on which the valuation was carried out;• Confirm that the basis of valuation for assets valued in year is appropriate based on their usage;• Review the appropriateness of assumptions used in the valuation of land and buildings. For assets not formally revalued in the year we will assess how management has satisfied itself that these assets are not materially different from the current value at the year-end;• Review accuracy and completeness of information provided to the valuer, such as floor areas;• Test a sample of revaluations made during the year to ensure that they have been input correctly into the Authority's asset register; and• Form our own expectations regarding the movement in property values and comparing this to the valuations reflected in the Authority's financial statements, following up valuation movements that appear unusual.

Risk	Audit Approach
Valuation of the pension fund net liability	<p>There is a risk over the valuation of the pension fund net liability due to the values involved and the high degree of estimation uncertainty, due to the sensitivity of the estimate to changes in key assumptions. To address this risk, we will:</p> <ul style="list-style-type: none"> • Document our understanding of the processes and controls put in place by management, and evaluate the design of the controls; • Review the instructions provided to the actuary and the actuary's skills and expertise, in order to determine if we can rely on the management expert; • Consider the accuracy and completeness of the information provided to the actuary; • Ensure that the disclosures in the financial statements in respect of the pension fund liability are consistent with the actuarial report from the actuary; • Carry out procedures to confirm the reasonableness of the actuarial assumptions made by reviewing the report of the consulting actuary (as auditor's expert) and performing any additional procedures suggested within the report; and • Obtain assurances from the auditor of Devon Pension Fund in respect of the controls around the validity and accuracy of membership data, contributions data and benefits data sent to the actuary by the pension fund and the fund assets valuation in the pension fund financial statements.

As part of our planning, we have rebutted the risks of fraud in revenue recognition (required under the ISAs) and fraud in expenditure recognition (required under the Financial Reporting Council's Practice Note 10: Audit of Financial Statements and regularity of public sector bodies in the United Kingdom).

Other risks:

For the 2024/25 audit, we have included an 'other risk' relating to the first-year implementation of IFRS 16 Leases.

Risk	Audit Approach
Implementation of IFRS 16 Leases	<p>2024/25 will be the first year in which local government bodies are required to implement the provisions of IFRS 16 leases. There are transitional arrangements in place for the 'cumulative catch-up' approach mandated by CIPFA in the 2024/25 Code of Practice which will require an adjustment to the opening balances as well as supporting disclosures in the accounts. The value of the right of use assets and lease liabilities arising will depend on the nature and value of the underlying leases as well as assumptions adopted by the Authority for the incremental borrowing rate.</p> <p>From discussions with officers the risk of material misstatement at the Authority is expected to be minimal based on the value of the estimate and its sensitivity to changes in assumptions. Therefore, we do not consider this to be a significant risk, but as this is the first year of implementation, we have included this as an 'other risk' in our Audit Plan. To address this risk, we will:</p> <ul style="list-style-type: none"> • Document our understanding of the processes and controls put in place by management for identifying lease contracts, including those not covered by the transitional arrangements, and evaluate the design of the controls; • Review the appropriateness of assumptions used in calculating the estimate; • Review the completeness and accuracy of the data gathering exercise; • Confirm the appropriateness of application of exemptions for existing contracts such as short term and low value leases;

Risk	Audit Approach
	<ul style="list-style-type: none"> • Review the required transitional disclosures and the application of the adjustment to the opening balances; and, • Test a sample of leases for accuracy in calculating the right of use asset and lease liabilities. <p>Additional guidance on the implementation of the new standard is included in Appendix 2 of this Audit Plan.</p>

We will report back to you, as part of our completion audit work, on the outcome of our work addressing both the significant and other risk areas.

Value for money arrangements

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

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

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

Control environment

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

At the time of issuing our Audit Plan we have concluded that the control environment in which the Authority operates is effective and we will tailor our audit approach accordingly.

Although we consider that the Authority operates effective and formalised controls, we will not incorporate controls-based testing into our audit approach. Therefore, our work will focus on substantive procedures.

Adjusted and unadjusted items

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

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

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

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

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

Fraud

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

Prior year recommendations

We will follow up on the progress made by the Authority in addressing the recommendations made by us in respect of issues reported in our 2023/24 Audit Completion Report and our 2023/24 Auditor's Annual Report.

2. The Audit Team

Key Audit Partner:	Craig Sullivan
Email:	csullivan@bishopfleming.co.uk
Manager:	Jonathan Saunders
Email:	jonathan.saunders@bishopfleming.co.uk

3. Timetable

A full audit timetable has been included below:

Dartmoor National Park Authority YEAR END: 31 March 2025			
Date	Requirement	Bishop Fleming	Authority
Throughout 2025	Regular liaison meetings with management and the Chair of Audit & Governance Committee	✓	✓
w/c 5 May 2025	Planning procedures and interim audit work undertaken, examining systems and controls in place, and completion of early substantive testing on transactions to 31 January 2025.	✓	✓
w/c 2 June 2025	Date for receipt of VFM self-assessment from management		✓
w/c 9 June 2025	Audit team to undertake VFM work	✓	
w/c 23 June 2025	Date for issue of audit deliverables	✓	
30 June or earlier	Date for receipt of the draft financial statements		✓
31 July or earlier	Date for receipt of audit deliverables		✓
w/c 4 August 2025	Audit fieldwork to be undertaken, completing work on significant risk areas and other material balances.	✓	✓
September 2025	Audit completion meeting to discuss draft year-end draft Audit Completion Report	✓	✓
7 November 2025	Presentation of Audit Completion Report and Auditor's Annual Report to those charged with governance	✓	✓

4. Audit Fees

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

PSAA scale fee 2024/25	£45,853
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Proposed fee variations at the planning stage:

Review of implementation of IFRS 16	TBC
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Total (excluding VAT)	TBC
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The scale fees set by PSAA:

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

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

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

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

5. Ethical Issues

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

Threats & safeguards

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

Overall assessment

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

Maintaining objectivity & independence

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

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

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

Appendices

1. Required communications with the Audit and Governance Committee

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

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

2. Implementation of IFRS 16 Leases

The CIPFA Code of Practice 2024/25 requires local authorities to adopt the provisions of IFRS 16 Leases from 1 April 2024. This standard replaces IAS 17 Leases.

The Code includes one adaptation to the standard for leases with nil consideration and several interpretations for the transitional arrangements applied at 1 April 2024. Under the transitional arrangements, local authorities are required to apply IFRS 16 to contracts that were previously identified as leases applying IAS 17 Leases and IFRIC 4.

The key tasks for authorities are:

- To apply the standard to any leases classified as such under IAS 17
- Consider any exemptions for existing contracts (short term and low value leases)
- Review any arrangements which are not covered by the transitional provisions (leases for nil consideration and, where relevant, housing tenancies)
- Determine and adopt accounting policies for recognition and measurement at transition
- Document key judgements and estimates
- Adjust opening balance sheet at transition (1 April 2024) for cumulative impact

CIPFA has mandated a 'cumulative catch-up' approach, in which the application is retrospective but does not restate comparative information. The cumulative effect of initial application should be recognised as an adjustment to the opening balances at the date of initial application (1 April 2024).

In the year of implementation additional disclosures will be required confirming that the change in accounting policy is in accordance with transitional provisions in Code and describing the nature of the change in accounting policy and the transitional provisions. Authorities will also be required to explain the difference between the operating lease commitments disclosed at 31 March 2024, discounted using the incremental borrowing rate at application date, and liabilities recognised at initial application date, and disclose the weighted average incremental borrowing rate applied to lease liabilities recognised in the Balance Sheet at the date of initial application.

As your auditors, we will engage with you to undertake early work on arrangements for transitional implementation as part of our interim audit. In order to facilitate this, best practice for authorities will be to prepare an accounting paper detailing:

- what the authority has done to identify arrangements covered by the Code's definition of a lease, including those which may not be covered by the transitional provisions such as those for nil consideration
- key accounting policy approaches, including the threshold for low value items and the framework for determining discount rates, and any supporting detail for those judgments
- any application of materiality and the justification for this, and the approach to determining any arrangements for consolidating leases into portfolios
- draft disclosures for the impact of the transitional arrangements.

3. Sector updates

Devolution and Local Government Reorganisation

On 16 December 2024 the Secretary of State for Housing, Communities and Local Government published the English Devolution White paper. The White Paper announced planned changes to the Devolution Framework, aimed at “completing the map” by establishing new Strategic Authorities throughout England. Although the White Paper allows for other options, these Strategic Authorities are intended to be partnerships of multiple Local Authorities across a large geography with their own Mayor. These Strategic Authorities will be given a range of competences in areas such as transport and local infrastructure and skills and employment support and empowered to deliver on them.

In concert with the Devolution Framework, the White Paper also announced a significant programme of Local Government Reorganisation. The programme will see an end to the remaining two-tier areas, with all local authorities reorganised into unitary councils. It is expected that these new unitary councils will have a minimum population of 500,000. The government’s plan is for devolution and reorganisation to work in sequence in order to facilitate changes being made quickly, based on the proposals put forward by existing authorities.

Since the White Paper was published, six new devolved areas have been announced under the Devolution Priority Programme – Cumbria, Cheshire and Warrington, Greater Essex, Hampshire and Solent, Norfolk and Suffolk, and Sussex and Brighton.

Local audit reform and the local audit backstop

The White Paper also included proposals for local audit reform. A consultation was held from 18 December 2024 to 29 January 2025 to receive responses in this area. As of 12 February 2025, the Financial Reporting Council (FRC) stepped back from the role of system leader for local audit, to be replaced by the Local Audit Office which will combine powers and responsibilities currently dispersed across the sector.

Local audit reform follows on from the backstop arrangements implemented in 2024 to address the outstanding backlog of local authority audits. Outstanding audit opinions for the financial years 2022/23 and earlier were required to be issued by 13 December 2024 except in exceptional circumstances, in the form of a disclaimer if necessary. For 2023/24 opinions, this date was 28 February 2025. The system is intended to allow both local authorities and audit providers to focus their resources on current years of account, with the intention to rebuild assurance across a number of years in cases where disclaimers of opinion were necessary. For the next four years, the statutory publication date for unaudited accounts will be 30 June, while the planned backstop dates are:

- 2024/25: 27 February 2026
- 2025/26: 31 January 2027
- 2026/27: 30 November 2027
- 2027/28: 30 November 2028



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ACCOUNTANTS





NPA/AG/25/004

Dartmoor National Park Authority Audit & Governance Committee

30 May 2025

2024/25 Financial Outturn

Report of the Head of Business Support

Recommendation: **Subject to any amendment Members see fit to propose:**

- (i) **that the content of this report be noted;**
- (ii) **that Audit & Governance Committee recommend the Authority allows the transfer of the 2024/25 unallocated revenue surplus of £8,539 into Reserves; and**
- (iii) **that Audit & Governance Committee recommend the Authority allows the transfer of grants and contributions received with specific conditions or restrictions and monies set aside for contractual commitments into earmarked reserves, as set out in section 4.4 (table 9) of the report.**

1 Introduction

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

2 The 2024/25 Financial Outturn

- 2.1 A summary of the financial outturn as at 31 March 2025 can be found at Appendix 1. After transfers, to and from, reserves for matters approved in-year and at the setting of the budget, the outturn surplus is £8,539 (£12,636 surplus in 2023/24). A surplus of £43,161 was forecast at month 9, but we have utilised the surplus to fund towards the Princetown dilapidation obligation costs.
- 2.2 The Authority has once again proved successful in generating additional external grant income. In 2024/25 we forecast external income at £1,842,534, we secured £2,430,096 – an increase of £587,562 against budget. A full list of external grant funding received is set out below.

Table 1: External Grant Income Analysis	£
Revenue	
Farming in Protected Landscapes - Defra	1,289,627
Dartmoor Headwaters Project - Environment Agency	305,016
Peatlands Restoration Project - South West Water	228,663
Active Travel - Department for Transport	100,000
Access for All - Defra	75,188
Public Rights of Way - Devon County Council	73,744
Walkham Valley Landscape Recovery - Defra	66,371
Rural Connectivity Fund - Teignbridge District Council	36,275
NEIRF project - Environment Agency	34,972
Archaeologist contribution - Historic England	28,069
Biodiversity Net Gain Grant - Defra	26,807
Hill Farm Project - Royal Countryside Fund	20,000
Generation Green 2 - National Park England	15,790
Hill Farm Project - Duchy of Cornwall	15,000
Dartmoor Marshalls - Police and Crime Commissioner Devon and Cornwall	10,000
Contribution to erosion repairs - British Mountaineering Council	10,000
Dartmoor Land Use Management Group - Defra	9,880
Woodland Management Grant - Rural Payment Agency	9,743
Facilitation for Collaborative fundraising Insight Days - National Parks Partnership	7,500
Contribution to staff time on East Dartmoor Landscape Recovery project - Devon Wildlife Trust	7,042
AMEX Grant - UK National Parks	7,000
Land Charges Project - HM Land Registry	5,944
Peatlands Restoration Project - Defence Infrastructure	5,000
Contribution from Country Stewardship Fund towards Dartmoor Dunlin Survey – Defence Infrastructure Organisation	5,000
National Parks Partnership - Forest Holidays	5,000
Contribution to Nature Conservation Consultant implementation of sapling guards - National Trust	4,300
Our Common Cause - National Trust	4,235
Ramblers Association contribution to Public Rights of Way Infrastructure	3,200
Healthy Livestock project - National Trust	3,000
Contribution from Countryside Stewardship Fund towards Dartmoor Granite Waymarker Posts - Defence Infrastructure Organisation	2,500
Contribution from Country Stewardship Fund towards Dartmoor Cut Hill Archaeological Survey - Defence Infrastructure Organisation	2,500
Invasives Project - Duchy of Cornwall	2,000
Dartmoor Marshalls - Okehampton Hamlets Parish Council	2,000
Dartmoor Marshalls - National Trust	2,000
Contribution from Country Stewardship Fund towards Dartmoor Vegetation Clearance	1,500
Hill Farm Project - Cornwall Council	1,480
Dartmoor Marshalls - Duchy of Cornwall	1,000
Dartmoor Marshalls - J Howell	1,000
New Perspective Award - Campaign for National Parks	1,000
Contribution Land Management - English Heritage	750
Total Grant Income	2,430,096

In 2023/24 external grant income was £1,875,108

Table 2: Fees & Charges, sales and Other Income		£
Biodiversity	Sales of wood	(8,493)
Land Management	Filming on DNPA land and officer support	(24,280)
	Other Income: wayleaves etc.	(3,580)
Hill Farm Project	Course Fees	(757)
	Events Income	(722)
	Membership	(1,183)
	Recharge of Officer time	(32,700)
Archaeology	Walks/Talks	(250)
Uppacott	Guided walks & donations	(1,109)
	Utilities recharge	(1,261)
	Rental income	(4,200)
Visitor Management	Vending Licenses	(35,063)
	Car park charges	(208,197)
	Podpoint – electric vehicle income	(2,082)
	Donations	(517)
	Other Income: key campaigns	(2,617)
Public Rights of Way	Capital improvements schemes for signage, bridge purchase and installation and surface improvements on rights of way	(600)
Visitor Centres	Retail Sales	(174,262)
	Donations and gallery sales	(57)
Communications	Moor Otters	(24)
	Enjoy Dartmoor advertising	(16,324)
	Signboards advertising	(3,532)
Education	Ranger Ralph	(804)
	Educational Walks	(2,888)
	Donations	(540)
	Events Income	(767)
Rangers	Recharges for private mileage	(579)
Development Management	Search Fees	(846)
	Enforcement Appeals	(1,164)
	Planning Fees	(212,439)
	Non Material Amendments	(766)
	Discharge of Conditions	(8,825)
	Pre app Charges	(15,475)
Corporate and Democratic Core	Donate for Dartmoor	(18,501)
	Procurement Card Rebates	(102)
	Investment Income	(116,684)
Information Technology	Recharges for external work	(418)
Admin and Finance	Recharges for external work	(12,056)
Central Running Costs	Recover of Charges	(187)
Human Resources	Cycle Scheme	(2,465)
Premises	Room booking, recharges & rent	(5,643)
	Renewable Heating Incentive	(27,736)
Other		(1,875)
Total Other Income		(952,570)

In 2023/24 fees, charges, sales and other income was £897,823.

- 2.3 Staff costs were £322,612 below budget, which was due to the nationally set pay award being overall lower than expected, we had accounted for a 4% increase for all staff. The Authority also experienced considerable staff turnover, which produced vacancy savings in specific areas.
- 2.4 The Authority's expenditure budgets are robustly monitored throughout the year; efficiency savings are continually sought. Our spending plans remain flexible and adaptable, subject to change as needed. The savings achieved through staffing have been redirected to offset expenditure in other areas, such as premises expenditure, Cuthill excavation and the establishment costs of the Charitable foundation – Dartmoor Futures.
- 2.5 The main variations are set out against each service in Appendix 1 and variance analysis report can be found at appendix 2; a summary of the most significant variances is set out in table 3 below.

Table 3: Significant variations - running costs and project spend	Savings /Under spend £	Over spend £
Vacancy savings and pay award less than budgeted.	(322,612)	
Travel & Transport: Ranger vehicle maintenance and specific project vehicle lease hire.		66,751
Premises: repairs and maintenance at Visitor Centres. The major cost is in relation to the dilapidations at Princetown.		88,963
Archaeology: Costs associated with the Cut Hill archaeological excavation		23,876
Visitor facilities - purchase of car parking pay and display machines		25,299
Public Rights of Way: improvements to rights of way, including enabling access for all. Majority of being externally funded		98,211
Retail - accountancy adjustment required to record our total stock held.		16,335
Rangers: Dartmoor Marshals funded by partnership contributions and Dartmoor National Park Authority.		17,098
Development Management: Recruitment advertising and subscriptions costs. Planning appraisals and public notice costs and planning system costs		21,714
Forward Planning: Recruitment, Climate Action Plan and Local Plan costs		26,892
Legal costs in relation to the setting up of Charitable Foundation.		15,688
Information Technology - equipment upgrades for cyber security		18,321
Corporate Centre Costs: Audit fees costs		11,907

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

- 2.6 The Authority still has £175,000 in its bank account relating to a Section 106 agreement for the Chagford Masterplan developments. This money is ring-fenced and held outside of our revenue accounts.

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

Table 4: Project Fund	£
	(75,000)
Marshalls	20,000
Princetown Arts Festival	150
Cornwood Notice Board	200
Erosion work - RS Ranger Sector	6,125
Erosion Holne	10,000
Haytor - VC plans	1,100
Nights under the Stars equipment	965
Two Moors Way leaflet	220
State of the Park additional expenditure	2,500
Wistmans Wood Support	2,000
Two Moors Way Upgrade - Erosion work	9,650
Wildlife Wardens	1,000
Devon LNP Contribution	1,000
Balance	(20,090)

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

Table 5: Donate for Dartmoor	£
Balance as at 31st March 24	(46,175)
Dartmoor Invasive project 2024/25	13,000
Southern Damselfly project	2,243
2024/25 Donations received	(18,501)
Balance as at 31st March 25	(49,433)

3 Capital Programme and Prudential Indicators

- 3.1 During the development of the 2024/25 budget and medium-term Plan (MTFP) the Authority was made informed of £10 million additional funding available from Defra's for all protected landscapes. It was anticipated that the Authority would receive £500,000 as a capital grant. After the budget was finalised, confirmation was received that the funding would be provided, with half allocated to capital and half to revenue, to be spent by end of March 2025. This funding has enabled the Authority to embark on a modest capital programme during the year.

The grants unapplied used was in relation to the capital funds received in 2023/24 to purchase the common land at Buckfastleigh. These were set aside at the end of 2023/24 for construction of gates and a bridge in 2024/25, which has been completed by the Ranger team.

- 3.2 The Authority's spend in 2024/25 and budget for 2025/26 is as follows:

Table 6: Capital Program / Spend / Budget	2024/25 Outturn £	2025/26 Budget £
Replacement Vehicles for Rangers and Estates Team	70,999	60,000
Equipment - Meeting Room Public Recording System and Office Equipment	45,658	
Financial system	14,375	
Carpark meters	24,365	
REFCUS - Public rights of way and Parke capital infrastructure enhancements	90,103	
Buckfastleigh Common - capital works	32,508	
Swift Box project capital contribution	4,500	
Total	282,508	60,000
Funded From		
National Park Grant or Revenue Reserves	250,000	60,000
Grant unapplied reserve	32,508	
Total	282,508	60,000

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

4 Reserve Balances

- 4.1 The level of reserve balances held is determined by our on-going work programmes and projects and by using a risk based analysis and methodology as set out at Appendix 3. Reserve funding is allocated or matched with expenditure according to project / programme requirements, but it should be noted that some projects straddle more than one financial year or are dependent on partnerships where timing of spend is uncertain. This often results in carry forwards from year to year(s).
- 4.2 The net transfer to Reserves as at 31 March 2025 is £54,162 i.e. our reserves balances have increased by this much. A summary of the total opening and closing Reserve Balances is set out in table 7 below, with a more detailed analysis set out in Appendix 4 and in tables 8 and 9.

2023/24 £	Table 7: Earmarked Reserve Balances	2024/25 £
(2,928,034)	1 April Opening Balance	(3,083,400)
93,763	Reserves used in year (table 6 & 8)	135,210
(216,621)	Transferers to earmarked reserves at year-end for specific purposes (table 9)	(189,938)
0	Transfer from Capital Grant Unapplied Reserve	32,508
0	Transfer to Capital receipt	(31,942)
(3,083,400)	Total Earmarked Reserves at 31 March	(3,137,562)
(500,000)	General Unallocated reserve	(500,000)
(3,583,400)	Total reserves balances 31 March	(3,637,562)

- 4.3 The General (unallocated) Reserve will be maintained at £500,000 as previously approved by the Authority in March 2019 (NPA/19/006) as set out above.
- 4.4 Full details of the transfers from and to Earmarked Reserves are set out in the tables below:

Table 8: Earmarked Reserve balances brought forward (used) during the 2024/25 financial year	£
Princetown Ballroom repairs	25,839
Parke Atrium and other maintenance	23,000
Legal costs	54,000
Biodiversity - Invasive species	1,593
Biodiversity Management plan - Haytor	2,000
Archaeology projects	1,000
Rangers Arcspeed App upgrade	830
Access - ladder stiles	1,380
Sand Duck Cross woodland work	2,400
Public Rights of Way Path and Signage	788
Car Park meter installation - Princetown	888
Dartmeet cess pit emptying	399
Training - Independent person	180
Ranger store and Postbridge VC Lease and Rent reviews	2,000
Uppacott Fire Alarm maintenance	225
Enjoy Dartmoor distribution	1,575
Ranger vehicle decals	870
Cave Shrimp s106 ringfenced reserve funds	1,000
Dartmoor Invasive project - Damselfly - funded from Donate for Dartmoor	2,243
INNS project - funded from Donate for Dartmoor	13,000
Total	135,210

Table 9: Amounts to be carried forward to Earmarked Reserves at 31 March 2025	£
Income:	
Donate for Dartmoor	18,501
Dartmoor Dynamic Landscapes - DNPA match funding	20,196
Contract Commitments:	
Hill Farm Project	55,836
Active Travel - DfT	47,566
Legal costs	26,400
Cist Micro Excavation - Project Cuthill	12,900
2024/25 revenue surplus	8,539
Total	189,938

5 Sustainability and Equality Impact

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

6 Conclusion

- 6.1 The revenue outturn surplus (after carry forwards are taken into account) of £8,539 represents a minus 0.20% variance against the 2024/25 budget (this compares to

£12,636 minus 0.32% variance in 2023/24). Due to efficient savings and increased income throughout the year, prudent financial management has ensured a call on reserves has not been required for the Princetown dilapidation obligation and the Cuthill excavation. The small surplus generated will be held in reserves to bridge the funding gap for 2025/26 budget.

- 6.2 The Authority continues to maintain a robust financial position; and is demonstrating a proactive approach to building stronger partnerships, generating new income streams and financial resilience and agility.

ANGELA STIRLAND

Background Papers

NPA/AG/25/001: Financial Management 1 April to 30 December 2024 and forecast of Financial Outturn 2024/25

NPA/24/035: Financial Management 1 April to 30 September 2024 and Forecast of Financial Outturn 2024/25

NPA/24/013: 2024/25 Net Revenue Budget, Medium Term Financial Plan & Capital Budget

NPA/24/014: Treasury Management Investment Strategy 2024/25

NPA/AG/24/001: Financial Outturn 2023/24

Attachments: **Appendix 1 2024/25 Financial Outturn Summary**
Appendix 2 Variance Analysis
Appendix 3 Risk Based Analysis of Reserve Balances
Appendix 4 Reserve Balances

2025 05 30 AS 202425 Outturn

Function Strategy	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	Explanation
	Original budget	Variation In-year	Revised Budget	Outturn	Year end Deficit/(Surplus)	Variance % against Budget	
	£	£	£	£	£	£	
BIO-DIVERSITY	175,248	20,836	196,084	167,958	(28,126)	-14.34%	Vacancy savings, staff on lower pay scales and reduced pay award predictions than budgeted. Grant income from EDLSR for staff time.
LAND MANAGEMENT	51,878	1,500	53,378	28,945	(24,433)	-45.77%	Filming income
ELMS	0	0	0	(37,202)	(37,202)	0.00%	Income received for overhead costs and staff hours
FARMING IN PROTECTED LANDSCAPES	0	0	0	0	0	0.00%	
DYNAMIC LANDSCAPE	20,196	0	20,196	0	(20,196)	-100.00%	Transfer to ring fenced for DDL in reserves
LAND USE MANAGEMENT GROUP	0	0	0	(508)	(508)	0.00%	
WOODLANDS	30,842	2,400	33,242	25,135	(8,107)	-24.39%	Vacancy savings
HEADWATERS PROJECT	28,189	0	28,189	27,944	(245)	-0.87%	
PEATLANDS PROJECT	0	0	0	(68,935)	(68,935)	0.00%	Income received for overhead costs
HILL FARM PROJECT	66,291	0	66,291	10,455	(55,836)	-84.23%	Funding received from RCF and PCF which was not budgeted for, transferred to ringfenced reserve
NATURAL ENVIRONMENT	372,644	24,736	397,380	153,792	(243,588)	-61.30%	
ARCHAEOLOGY	118,653	1,000	119,653	149,466	29,813	24.92%	Cut Hill excavation expenditure to be met from in year savings.
BUILT ENVIRONMENT	50,077	0	50,077	49,543	(534)	-1.07%	
UPPACOTT	7,532	225	7,757	8,913	1,156	14.90%	Maintenance repairs to power supply
CULTURAL HERITAGE	176,262	1,225	177,487	207,922	30,435	17.15%	
VISITOR FACILITIES	(38,113)	53,937	15,824	16,566	742	4.69%	
ACCESS & RECREATION	127,132	17,505	144,637	78,869	(65,768)	-45.47%	Multi year grant to July 2025 - Active Travel to be ringfenced in reserves
PROW	128,502	12,658	141,160	155,729	14,569	10.32%	Improvements to rights of way more than budgeted. Additional monies received from Devon County Council and Teignbridge District Council.
SUSTAINABLE TOURISM & TRANSPORT	2,500	0	2,500	4,738	2,238	89.52%	Steam research and report costs higher than budgeted
RECREATION MANAGEMENT	220,021	84,100	304,121	255,902	(48,219)	-15.86%	
VISITOR CENTRES	248,886	1,100	249,986	274,143	24,157	9.66%	Roller shutter door repairs and cleaning contract more than budgeted
RETAIL	(33,540)	0	(33,540)	(39,723)	(6,183)	18.43%	Income generated above budgeted
COMMUNICATIONS	181,211	1,575	182,786	180,038	(2,748)	-1.50%	Design work less than budgeted
YOUTH ENGAGEMENT RANGER	24,170	0	24,170	56,978	32,808	135.74%	Staffing costs funding from in year savings.
EDUCATION	150,277	1,165	151,442	144,757	(6,685)	-4.41%	Grants - Generation Green and NPP - Forest holidays
PROMOTING UNDERSTANDING	571,004	3,840	574,844	616,193	41,349	7.19%	
RANGERS	528,192	21,700	549,892	467,589	(82,303)	-14.97%	Vacancy savings. Contributions received from partners to cover costs for Marshalls. Sale of vehicles to be transferred to capital receipt reserve
CONSERVATION WORKS SERVICE	155,722	0	155,722	159,689	3,967	2.55%	Vehicle hire costs due to vehicle purchased delivery delay
RANGERS, ESTATES & VOLUNTEERS	683,914	21,700	705,614	627,278	(78,336)	-11.10%	
DEVELOPMENT MANAGEMENT	546,224	0	546,224	498,998	(47,226)	-8.65%	Planning fees and pre app advice income more than budgeted.
DEVELOPMENT MANAGEMENT	546,224	0	546,224	498,998	(47,226)	-8.65%	
FORWARD PLANNING & COMMUNITY	217,627	2,500	220,127	186,093	(34,034)	-15.46%	Vacancy savings, offset by initial costs for work on the Climate Action Plan and the Local Plan
FORWARD PLANNING	217,627	2,500	220,127	186,093	(34,034)	-15.46%	
CORPORATE CENTRE	306,748	180	306,928	379,665	72,737	23.70%	Dartmoor Futures set up costs, met from in year savings.
CORPORATE & DEMOCRATIC CORE	306,748	180	306,928	379,665	72,737	23.70%	
INFORMATION TECHNOLOGY	220,604	0	220,604	241,568	20,964	9.50%	IT hardware equipment purchases.
CORPORATE OPERATING COSTS	136,908	2,000	138,908	161,107	22,199	15.98%	Broadband expenditure and Insurance premiums costs more than expected.
ADMIN & FINANCE	210,942	0	210,942	199,700	(11,242)	-5.33%	Recharge of costs to external funded project
LEGAL	75,000	0	75,000	90,688	15,688	20.92%	Associated expenditure for the formation of the charitable foundation
HUMAN RESOURCES	223,447	0	223,447	221,377	(2,070)	-0.93%	Staffing savings due to reduced staff pay award offer compared to budget
OFFICE ACCOMMODATION (PARKE)	154,797	23,000	177,797	168,491	(9,306)	-5.23%	Programme maintenance less than budgeted.
OFFICE ACCOMMODATION (PRINCETOWN)	43,771	25,839	69,610	128,810	59,200	85.05%	Ian Mercer Room repairs more than budgeted.
CORPORATE SERVICES	1,065,469	50,839	1,116,308	1,211,741	95,433	8.55%	
Project Fund	75,000	(54,910)	20,090	0	(20,090)		
Revenue Contribution to Capital Expenditure				0	0		
Capital Expenditure from Capital Grant				134,119	134,119		Purchase of property, plant and equipment
NET EXPENDITURE	4,234,913	134,210	4,369,123	4,271,703	(97,420)		
Funded By							
National Park Grant	(3,825,865)		(3,825,865)	(4,325,865)	(500,000)		Additional revenue and capital funding
Reserve balances b/fwd & used during the year	(409,048)	(134,210)	(543,258)	(167,718)	375,540		
Amounts to be carried forward to Earmarked				213,341	213,341		
Total Funding	(4,234,913)	(134,210)	(4,369,123)	(4,280,242)	88,881		
				0			
REVENUE EXPENDITURE	4,234,913	134,210	4,369,123	(8,539)	(8,539)	-0.20%	

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	(18,993)	(725)			(656)	(20,374)	(7,752)		(7,752)	(28,126)	Vacancy savings, staff on lower pay scales and reduced pay award predictions than budgeted. Grant income from EDLSR for staff time.
LAND MANAGEMENT	10,651	(652)			(2,448)	7,551		(31,984)	(31,984)	(24,433)	Filming income
ELMS	27,371	685			1,113	29,169	(66,371)		(66,371)	(37,202)	Income received for overhead costs and staff hours
FARMING IN PROTECTED LANDSCAPES	4,286	657			40,214	45,157	(45,157)		(45,157)	0	
LAND USE MANAGEMENT GROUP		912			8,460	9,372	(9,880)		(9,880)	(508)	
WOODLANDS	(10,338)	606			1,796	(7,936)		(171)	(171)	(8,107)	Vacancy savings
HEADWATERS PROJECT	(56,730)	2,436		8,706	134,386	88,798	(89,043)		(89,043)	(245)	
DARTMOOR LANDSCAPE PARTNERSHIP BID	(54,518)	0				(54,518)	34,322		34,322	(20,196)	Transfer to ring fenced for DDL in reserves
PEATLANDS PROJECT	(53,614)	1,489		26,589	2,520	(23,016)	(45,919)		(45,919)	(68,935)	Income received for overhead costs
HILL FARM PROJECT	(31,711)	3,096		1,108	40,945	13,438	(69,274)		(69,274)	(55,836)	Funding received from RCF and PCF which was not budgeted for, transferred to ringfenced reserve
NATURAL ENVIRONMENT	(183,596)	8,504	0	36,403	226,330	87,641	(299,074)	(32,155)	(331,229)	(243,588)	
ARCHAEOLOGY	(15,085)	(158)		0	23,875	8,632	19,431	1,750	21,181	29,813	Cut Hill excavation expenditure to be met from in year savings.
BUILT ENVIRONMENT	(235)	(300)			1	(534)		0	0	(534)	
UPPACOTT		226	2,499			2,725		(1,569)	(1,569)	1,156	Maintenance repairs to power supply
CULTURAL HERITAGE	(15,320)	(232)	2,499	0	23,876	10,823	19,431	181	19,612	30,435	
VISITOR FACILITIES	115	(232)	2,035	0	25,299	27,217	0	(26,475)	(26,475)	742	
ACCESS & RECREATION	4,263	(296)		201	119,339	123,507	(189,275)		(189,275)	(65,768)	Multi year grant to July 2025 - Active Travel to be ringfenced in reserves
PROW	(12,823)	0			98,211	85,388	(70,819)		(70,819)	14,569	Improvements to rights of way more than budgeted. Additional monies received from Devon County Council and Teignbridge District Council.
SUSTAINABLE TOURISM & TRANSPORT	0	178			2,060	2,238			0	2,238	Steam research and report costs higher than budgeted
RECREATION MANAGEMENT	(8,445)	(350)	2,035	201	244,909	238,350	(260,094)	(26,475)	(286,569)	(48,219)	
VISITOR CENTRES	(4,943)	1,092	29,977		(1,912)	24,214		(57)	(57)	24,157	Roller shutter door repairs and cleaning contract more than budgeted
RETAIL	4,900	(156)			16,335	21,079		(27,262)	(27,262)	(6,183)	Income generated above budgeted
COMMUNICATIONS	(6,867)	117			6,382	(368)		(2,380)	(2,380)	(2,748)	Design work less than budgeted
YOUTH ENGAGEMENT RANGER	15,575			5,939	1,294	22,808	10,000		10,000	32,808	Staffing costs funding from in year savings.
EDUCATION	2,291	601		1,599	17,713	22,204	(28,790)	(99)	(28,889)	(6,685)	Grants - Generation Green and NPP - Forest holidays
PROMOTING UNDERSTANDING	10,956	1,654	29,977	7,538	39,812	89,937	(18,790)	(29,798)	(48,588)	41,349	
RANGERS	(55,262)	127	824	1,218	19,347	(33,746)	(16,000)	(32,557)	(48,557)	(82,303)	Vacancy savings. Contributions received from partners to cover costs for Marshalls. Sale of vehicles to be transferred to capital receipt reserve
CONSERVATION & ACCESS VOLUNTEERS				0		0			0	0	
CONSERVATION WORKS SERVICE	(1,038)	24	1,889	5,945	(1,300)	5,520		(1,553)	(1,553)	3,967	Vehicle hire costs due to vehicle purchased delivery delay
RANGERS, ESTATES & VOLUNTEERS	(56,300)	151	2,713	7,163	18,047	(28,226)	(16,000)	(34,110)	(50,110)	(78,336)	
DEVELOPMENT MANAGEMENT	(3,805)	(129)		259	21,714	18,039	(32,751)	(32,514)	(65,265)	(47,226)	Planning fees and pre app advice income more than budgeted.
DEVELOPMENT MANAGEMENT	(3,805)	(129)	0	259	21,714	18,039	(32,751)	(32,514)	(65,265)	(47,226)	
FORWARD PLANNING & COMMUNITY	(61,143)	227		0	26,892	(34,024)	0	(10)	(10)	(34,034)	Vacancy savings, offset by initial costs for work on the Climate Action Plan and the Local Plan
FORWARD PLANNING	(61,143)	227	0	0	26,892	(34,024)	0	(10)	(10)	(34,034)	
CORPORATE CENTRE	(1,349)	4,950		133	111,790	115,524		(42,787)	(42,787)	72,737	Dartmoor Futures set up costs, met from in year savings.
CORPORATE & DEMOCRATIC CORE	(1,349)	4,950	0	133	111,790	115,524	0	(42,787)	(42,787)	72,737	
INFORMATION TECHNOLOGY	(2,052)	(563)		0	20,160	17,545		3,419	3,419	20,964	IT hardware equipment purchases
CORPORATE OPERATING COSTS			0	90	22,296	22,386		(187)	(187)	22,199	Broadband expenditure and Insurance premiums costs more than expected.
ADMIN & FINANCE	1,268	13			(467)	814		(12,056)	(12,056)	(11,242)	Recharge of costs to external funded project
LEGAL	0	0			15,832	15,832		(144)	(144)	15,688	Associated legal expenditure for the formation of the charitable foundation
HUMAN RESOURCES	(3,092)	739			2,748	395		(2,465)	(2,465)	(2,070)	Staffing savings due to reduced staff pay award offer compared to budget
OFFICE ACCOMMODATION (PARKE)	266		(10,572)			(10,306)		1,000	1,000	(9,306)	Programme maintenance less than budgeted.
OFFICE ACCOMMODATION (PRINCETOWN)	0		62,311			62,311		(3,111)	(3,111)	59,200	Ian Mercer Room repairs more than budgeted.
CORPORATE SERVICES	(3,610)	189	51,739	90	60,569	108,977	0	(13,544)	(13,544)	95,433	
PROJECT FUND						0			0	(20,090)	
RESERVE MOVEMENTS						0			0	88,881	
PROPERTY, PLANT AND EQUIPMENT					0	0			0	134,119	Purchase of property, plant and equipment
REVENUE EXPENDITURE	(322,612)	14,964	88,963	51,787	773,939	607,041	(607,278)	(211,212)	(818,490)	(8,539)	

2024/25 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2024/25 Opening Balance £'000	2024/25 Closing Balance £'000
Grants & Contributions with Restrictions carried forward: Grants & Contributions with Restrictions	N/A	Actual	(410)	(516)
Employees: Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)	(52)
Costs & Awards: Appeals / Public Enquiries / Litigation	High	Est.	(320)	(320)
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)	(200)
Capital - Vehicles Provision for future replacement of vehicles (sinking fund)	High	Est.	(102)	(102)
Capital Receipts Reserve	N/A	Actual	(21)	(53)
Capital Grant Unapplied	N/A	Actual	(33)	0
Climate Change	N/A	Actual	(50)	(50)
Known Commitments/Contracts Local Plan Review	N/A	Actual	(20)	(20)
National Park Management Plan	N/A	Actual	(25)	(25)
Contracts - work in progress	N/A	Actual	(124)	(44)
Match Funding Reserve Cash Flow Management of Externally funded projects	N/A	Actual	(236)	(236)
South West Peatland Partnership	N/A	Actual	(125)	(125)
Archaeological Excavation on Dartmoor	N/A	Actual	(90)	(90)
Dartmoor Trust digitising DNPA photographic archive	N/A	Actual	(20)	(20)
Dartmoor Foundation	N/A	Actual	(150)	(51)
Dynamic Landscape	N/A	Actual	(100)	(120)
Public Arts Project	N/A	Actual	0	0
Unallocated fund balance	N/A	Actual	(29)	(128)
Revenue Invest to save and / or Generate Projects	N/A	Actual	(34)	(34)
Revenue Outturn Surplus - to be reallocated	N/A	Actual	(907)	(916)
General Reserve - Minimum amount to cover unanticipated costs / emergencies	N/A	Actual	(500)	(500)
Total Reserve Balance			(3,583)	(3,637)

GENERAL FUND RESERVE BALANCES

GENERAL FUND RESERVE BALANCES	2024/25 Opening Balance	2024/25 Transfers Out	2024/25 Transfers within	2024/25 Transfers In	2024/25 Closing Balance	2025/26 Forecast Movements	2026/27 Forecast Movements	2027/28 Forecast Movements	2027/28 Forecast Closing Balance	Notes
	£					£	£	£	£	
Ringfenced External Grants & Contributions with Restrictions										
Hill Farm Project (Princes Countryside Fund)	(58,955)			(55,836)	(114,791)	413			(114,378)	Cash balances are carried forward at each year end as allocated to expenditure
Communities Fund Grant (from District Councils)	(95,567)				(95,567)	47,784	47,783		0	Cash balances are carried forward at each year end as allocated to expenditure
Beacon Park affordable housing	(102,200)				(102,200)				(102,200)	to be used for affordable housing within the next 4 years
Active Travel - DfT	0			(47,566)	(47,566)				(47,566)	
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)	(46,175)	15,243		(18,501)	(49,433)				(49,433)	Cash balances are carried forward at each year end as allocated to expenditure
Cave Shrimp S106	(4,000)	1,000			(3,000)				(3,000)	
Moor Medieval book sales	(3,027)				(3,027)	3,027			0	
Defence infrastructure - River Tavey bridge feasibility	(5,000)				(5,000)	5,000			0	
Budget Management Fund - Provisions (risk based)										
Employees	(52,000)				(52,000)				(52,000)	See risk assessment for breakdown
Costs and Awards: Appeals/Public Enquiries/Litigation	(320,000)				(320,000)				(320,000)	See risk assessment for breakdown
Loss of Income and Inflation	(34,500)				(34,500)				(34,500)	See risk assessment for breakdown
Invest to Save and / or Generate Projects	(33,733)				(33,733)				(33,733)	
Climate Change /Emergency Declaration	(50,000)				(50,000)				(50,000)	
Annual Revenue Outturn	(907,633)			(8,539)	(916,172)	270,875			(645,297)	
Capital Expenditure Fund										
Vehicles - Sinking Fund - Replacement	(102,266)				(102,266)				(102,266)	
Property - Sinking Fund - Repairs & Maintenance	(200,000)				(200,000)				(200,000)	
Purchase of New Server	0				0				0	
Known Commitments										
National Park Management Plan	(25,590)				(25,590)	25,590			0	C/Fwd to be used as required
Conservation Volunteers - DNPA Commitment	(5,000)				(5,000)				(5,000)	C/fwd from 2019/20 to be used as match funding
Local Plan	(20,000)				(20,000)	20,000			0	
Commitments to carry forward	(118,967)	118,967		(39,300)	(39,300)				(39,300)	
Capital Receipts Unapplied	(20,769)			(31,942)	(52,711)				(52,711)	Ranger vehicles
Capital Grants Unapplied	(32,508)	32,508			(0)				(0)	Buckfastleigh Common
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
Archaeological Excavation on Dartmoor - Cuthill	(90,000)				(90,000)				(90,000)	NPA/24/23
South West Peatland Partnership	(125,000)				(125,000)				(125,000)	NPA/21/020
Dartmoor Trust digitising DNPA photographic archive	(20,000)				(20,000)				(20,000)	
Dartmoor Foundation	(150,000)		98,874		(51,126)	51,126			0	
Dynamic Landscape	(100,000)			(20,196)	(120,196)				(120,196)	NPA/24/032
Unallocated fund balance	(29,070)		(98,874)		(127,944)				(127,944)	
Total Earmarked Reserves	(3,083,400)	167,718	0	(221,880)	(3,137,562)	423,815	47,783	0	(2,665,964)	
General Reserve (unallocated emergency reserve)	(500,000)				(500,000)				(500,000)	
Total General Fund Balance	(3,583,400)	167,718	0	(221,880)	(3,637,562)	423,815	47,783	0	(3,165,964)	



NPA/AG/25/005

Dartmoor National Park Authority Audit & Governance Committee

30 May 2025

The Local Code of Corporate Governance and 2024/25 Annual Governance Statement

Report of the Head of Business Support

Recommendation: **That Members:**

- (i) **Consider and approve the assessment of the Authority's governance arrangements as set out in the Local Code of Corporate Governance at Appendix 1; and**
- (ii) **Approve the 2024/25 Annual Governance Statement at Appendix 2.**

1 Background

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

2 Annual Review

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

- 2.2 The Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control; and is also required to report publicly on an annual basis:
- its compliance with its Local Code;
 - the effectiveness of its governance arrangements; and
 - any planned changes.
- 2.3 The review of the effectiveness of the system of internal control is informed by the work of Leadership Team and other officers who have responsibility for the development and maintenance of the governance environment.
- 2.4 The main framework (systems and processes) that make up the Authority's governance arrangements include:
- Standing Orders, Scheme of Delegation, Financial Regulations, Procurement Procedures, Anti-Fraud and Corruption Strategy, Confidential Reporting Policy (Whistleblowing) etc;
 - the Business Planning process;
 - Production of the annual Budget and Medium Term Financial Plan to reflect the priorities and actions in the Business Plan;
 - The regular monitoring and reporting in public of performance against objectives, targets, and performance indicators;
 - The monitoring and reporting of progress in relation to the National Park Management Plan;
 - Performance appraisals of staff, including the setting of actions designed to deliver the objectives in the Business Plan;
 - The maintenance and monitoring of the Strategic Risk Register;
 - The maintenance of the Local Code of Corporate Governance;
 - The continual refreshment, through review, of the Authority's suite of policy and strategy documents;
 - Training delivered through the year to Members and to officers;
 - External and Internal Audit.
- 2.5 The Authority has not had to alter its governance arrangements or its systems of internal control during the 2024/25. Our business continued as usual through adapted ways of working, with staff continuing a blended approach to either work at home, in the office or a mixture of both. Committee meetings, working panels and other meetings are on a face-to-face basis, but we continue to provide for external speakers to still have the ability to remotely attend. We have not had to alter our longer-term plan, priorities, strategies, or plans. Our current governance arrangements and systems of internal control have remained fit for purpose.
- 2.6 CIPFA's Financial Management Code, published in 2021/22 'the Code' has been designed to support good and sustainable financial management in local authorities. By complying with the principles and standards within the Code, authorities will be able to demonstrate their financial sustainability and provide assurance that they are managing resources effectively. The Code requires authorities to confirm that the processes they have in place satisfy the principles of good financial management. It identifies risks to financial sustainability and introduces a framework of assurance. Whilst compliance with the Code is not itself a statutory

responsibility, CIPFA has made clear that these are minimum standards, and therefore 'compliance with them is obligatory if a local authority is to meet its statutory responsibility for sound financial administration'.

- 2.7 An assessment of the current level of compliance has been undertaken and the overall conclusion is that the Authority's governance and financial processes and controls meet the requirements of the Code. There are of course always areas where we could make improvements and these have been included in the action plan in the AGS.
- 2.8 The Authority's Local Code of Corporate Governance can be found at Appendix 1 and the draft Annual Governance Statement for 2024/25 can be found at Appendix 2. Members are invited to comment and / or propose amendments to either or both and to agree the Action Plan in the AGS .

3 Sources of Assurance

- 3.1 Authority Members need to look for assurance that proper governance arrangements are in place, and this report is part of that process. The Local Code refers to the various sources of assurance which are made available on our Website and directly to Members via the intranet or committee reports.
- 3.2 Members may also wish to refer to the external auditor's audit findings report (as considered at the meeting of the Authority 1 November 2024) which led to an unqualified opinion on the truth and fairness of the Authority's financial statements and a positive audit opinion as a conclusion to their value-for-money review. The Value for money review is based on an assessment of whether the Authority has proper arrangements for securing financial resilience, and proper arrangements for challenging how economy, efficiency and effectiveness are secured. External Audit will present their 2024/25 report to Authority after concluding the audit of Statement of Accounts, which is due to start from July 2025.
- 3.3 The three statutory officers of the Authority (the Chief Executive, Chief Finance Officer and Monitoring Officer) have independent legal obligations which include reporting on any matters where the probity or legality of the Authority's actions or proposed actions is at stake. To date no such reports have been necessary. The Chair of Audit and Governance Committee has also been consulted during the annual review process.

4 Conclusion

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

- That the Authority's Local Code of Corporate Governance and governance arrangements in place are fit for purpose and compliant with the CIPFA framework "Delivering Good Governance in Local Government".

ANGELA STIRLAND

Attachments: **Appendix 1 - Local Code of Corporate Governance**
 Appendix 2 - 2024/25 Annual Governance Statement

2025 05 30 AS Local Code of Corporate Governance and AGS



DARTMOOR NATIONAL PARK AUTHORITY
LOCAL CODE OF CORPORATE GOVERNANCE

Adopted: December 2009

Reviewed: April 2014, March 2017, May 2018, May 2019, May 2020, May 2021, May 2022, May 2023, May 2024, May 2025

Introduction

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

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

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

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

The Core Principles are:

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

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

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

The Authority's Values

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

1 Strong and Fair Leadership

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

2 Integrity

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

3 Involvement

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

4 Accountability

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

5 Improvement

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

6 Valuing People

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

7 Action Focused

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

Responsibilities

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

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

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

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

LOCAL CODE OF CORPORATE GOVERNANCE

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

responsibilities Striving to optimise the use of full powers available for the benefit of stakeholders Dealing effectively with breaches of legal or regulatory provisions Ensuring corruption and misuse of powers are dealt with effectively	expenditure Appointment of Internal and External Auditors and reporting arrangements in place to Audit and Governance Committee Annual Governance Review and Statement Registration of Related Party Transactions Declarations of lobbying and of interests at committee meetings Transparency about business dealings between the Authority, Members and senior Staff Record of decisions and legal advice given Anti-Fraud and Corruption Policy Confidential Reporting (Whistleblowing) procedures
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Principle B: Ensuring openness and comprehensive stakeholder engagement	
Supporting Principles:	Evidenced by:
<p><u>Openness</u></p> <p>Ensuring an open culture through demonstrating, documenting and communicating our commitment to openness.</p> <p>Making decisions that are open and transparent; presumption against confidentiality without justification</p> <p>Providing clear reasoning and evidence relating to actions and decisions, and ensuring the impact and consequences are clear</p> <p>Using formal and informal consultation and engagement to determine the most appropriate courses of action</p>	<p>Compliance with the Freedom of Information Act Access to Information arrangements Compliance with the Openness of Local Government Regulations 2014 Data Transparency Code and arrangements for the information to be available on the website Adoption of the ICO's standard Publication Scheme</p> <p>Publication of agendas, reports and minutes for the Authority and its Committees on the website Record of decisions made published on the website (to be reviewed)</p> <p>Published calendar of meetings and internal corporate calendar to ensure timetable met Reports include legal, financial, and human resources (HR) equality implications where necessary. Record of discussion and decisions recorded in minute and published on website Residents (and other) Surveys Consultations undertaken on range of service delivery matters and strategic plans Formal and informal consultation Partnership Plan Board Local Plan consultations Stakeholder consultations Attendance by Officers and Members at Parish Council meetings National Park Forum Parish Council workshops Local Access Forum</p>
<p><u>Engaging comprehensively with institutional stakeholders</u></p> <p>Ensuring that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.</p> <p>Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.</p> <p>Ensuring that partnerships are based on trust, a shared commitment to change, and a culture that promotes and accepts challenge among partners; the added value of partnership is explicit</p>	<p>Communications strategies per campaign (as required)</p> <p>Corporate Contacts database to enable engagement with stakeholders for correct purposes</p> <p>Partnership arrangements backed up with robust formal legal agreements, setting out roles, responsibilities and behaviours</p>

<p><u>Effective engagement with individual citizens and service users</u></p> <p>Establishing a clear policy on consultation with stakeholders to ensure service provision contributes to intended outcomes</p> <p>Ensuring communication methods are effective in relation to community engagement</p> <p>Encouraging, collecting and evaluating the views of stakeholders including reference to future needs</p> <p>Implementing effective feedback mechanisms and ensuring inclusivity of all feedback</p> <p>Balancing feedback from more active stakeholder groups with other groups to ensure inclusivity.</p> <p>Taking account of impact of decisions on future generations of taxpayers/service users</p>	<p>Communications strategies per campaign (as required)</p> <p>Use of social media channels</p> <p>Statement of Community Involvement</p> <p>Public consultations undertaken as required, well publicised and results and feedback reported to the Authority</p> <p>Formal and informal consultation: Partnership Plan Local Plan Stakeholders</p> <p>Attendance by Officers and Members at Parish Council meetings National Park Forum Dartmoor Hill Farm Project Local Access Forum</p>
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Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits	
Supporting principles:	Evidenced by:
<p><u>Defining Outcomes</u></p> <p>Having a clear vision as an agreed formal statement of the Authority's purpose and intended outcomes</p> <p>Specifying the intended impact on stakeholders</p> <p>Delivering defined outcomes on a sustainable basis within resources</p> <p>Identifying and managing risks to the achievement of outcomes</p> <p>Managing service users expectations with regard to determining priorities</p>	<p>The Authority's role defined by the two statutory purposes and the duty; and the Mission Statement & Vision in the Partnership Plan and Business Plan. Golden thread through to individual work programmes. The Partnership Plan: developed together with partners, stakeholders and community involvement - sets 20 year vision and 5 year objectives. The Business Plan is developed from the Partnership Plan to implement the objectives</p> <p>Financial planning - annual budget and Medium Term Financial Plan</p> <p>Declaration of Climate and Ecological Emergency and subsequent adoption of detailed action plan to support the ambition of carbon neutrality (currently being reviewed).</p> <p>Risk management policy & Strategic Risk Register</p> <p>Performance Management Framework and reporting quarterly to Leadership Team and Audit & Governance Committee</p>
<p><u>Sustainable economic, social and environmental benefits</u></p> <p>Consider and balance the combined economic social and environmental impact of policies, plans and decisions</p> <p>Taking a long term view with regard to decision making, taking account of risk and acting transparently in the face of conflicting interests</p> <p>Determining the wider public interest when balancing conflicting interests, through consultation where possible</p>	<p>Equality, sustainability and environmental impact assessment undertaken for projects, work programmes and service delivery when relevant</p> <p>Climate Action Plan (under review)</p> <p>Member Working Panels provide opportunities for Officer / Member discussion, evaluation and assessment in advance of and to aid decision making process</p> <p>Records of decisions published on website in committee minutes</p> <p>Public consultations undertaken when required with groups as set out previously</p>

Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes	
Supporting principles:	Evidenced by:
<p><u>Determining Interventions</u></p> <p>Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating associated risks, thereby ensuring best value is achieved</p> <p>Considering feedback from citizens and service users when making service improvements in order to prioritise competing resource demands</p>	<p>Member Working Panels provide opportunities for Officer / Member discussion, evaluation and assessment in advance of and to aid decision making process</p> <p>Committee reports contain rationale and relevant considerations / options appraisals / Financial implications on which decisions are based. Equality, sustainability and environmental impact assessments considered when relevant</p>
<p><u>Planning Interventions</u></p> <p>Establishing and maintaining robust planning and control cycles for plans, priorities and targets</p> <p>Engaging with stakeholders in relation to planning and delivery; considering and monitoring risks facing each partner when working collaboratively, including shared risks</p> <p>Ensuring arrangements are flexible and adaptable to changing circumstances</p> <p>Establishing key performance indicators; and ensuring capacity exists to generate information needed to review service quality regularly</p> <p>Prepare budgets in accordance with objectives, strategies and the medium term financial plan</p> <p>Inform medium and long term resource planning through a sustainable funding strategy</p>	<p>Reporting cycles for Business Plan targets, priorities, financial budget, corporate governance and risk management in place</p> <p>Communications strategies per campaign (as required)</p> <p>Residents survey, consultation exercises and Forums in place as described previously</p> <p>Risk management policy and Strategic Risk Register focuses on key risks; monitored and reviewed quarterly and plans adapted accordingly</p> <p>National Park family and local performance indicators to reflect Business Plan outcomes. Leadership Team performance meeting held on a quarterly basis.</p> <p>Annual budget and Medium Term Financial Plan process that is aligned with Business Plan, Partnership Plan and Government priorities such as those reflected in the Protected Landscapes Targets and Outcomes Framework.</p> <p>Individual work programmes reflect Business Plan priorities</p> <p>Reserves reviewed and maintained on a risk-based approach</p>

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

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

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

<p>inspections and acting on recommendations.</p> <p>Gaining assurance on risks delivered through third parties and ensuring that this is evidenced in the annual governance statement.</p> <p>When working in partnership, ensuring arrangements for accountability are clear.</p>	<p>across National Parks family to challenge, learn and share best practice.</p> <p>Audit report recommendations are followed up and implemented.</p> <p>Formal partnership agreements are always put in place that set out roles, responsibilities, accountabilities and risk.</p> <p>Continual risk management undertaken and reported to Members during the year to provide assurance.</p>
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ANNUAL GOVERNANCE STATEMENT 2024/25

SCOPE OF RESPONSIBILITY

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

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

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

THE PURPOSE OF THE GOVERNANCE FRAMEWORK

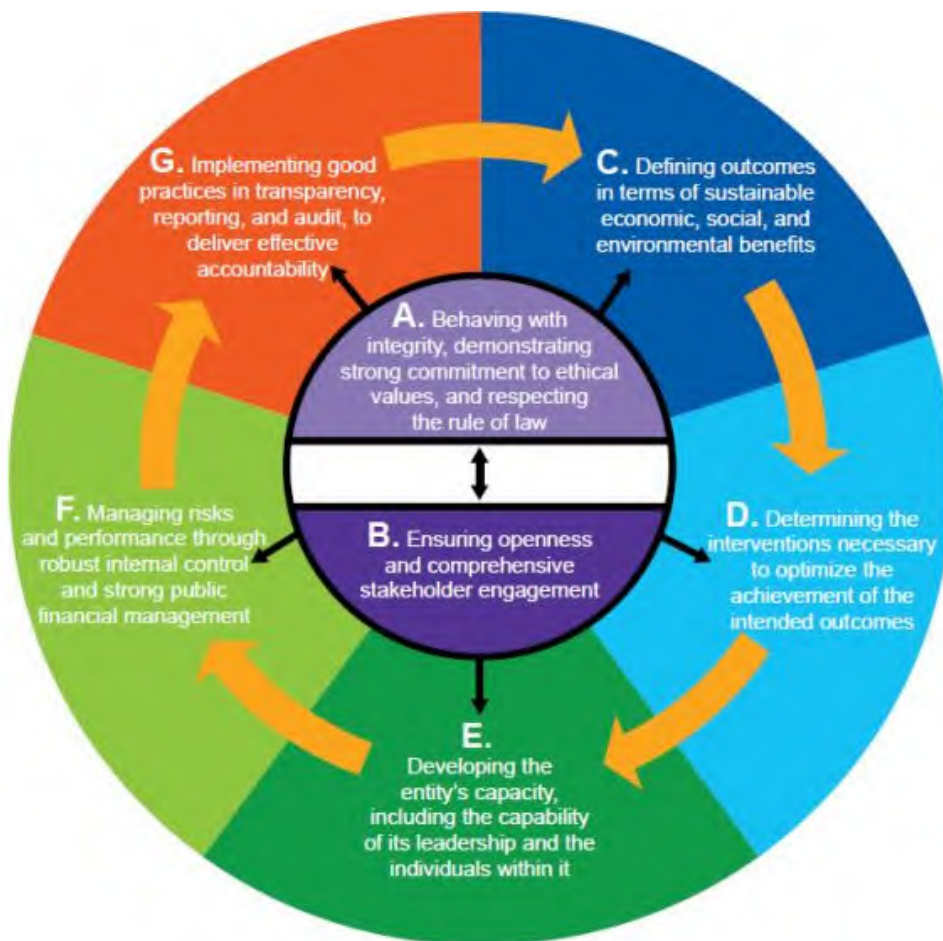
The governance framework comprises the systems and processes, and cultures and values, by which the Authority is directed and controlled and the activities through which it accounts to, engages with and leads the community, including residents, visitors and stakeholders. It enables the Authority to monitor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

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

The governance framework has been in place for the year ended 31 March 2025 and up to the date of approval of the Business Plan and Statement of Accounts. The framework has been further supported by the Local Code of Corporate Governance.

THE PRINCIPLES OF GOOD GOVERNANCE

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



THE GOVERNANCE FRAMEWORK & LOCAL CODE OF CORPORATE GOVERNANCE

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

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

- The vision, objectives and priorities for Dartmoor National Park are set out in the National Park Management Plan – Your Dartmoor (Partnership Plan). This document via a process of extensive community involvement and the associated action plans are reviewed and reported upon annually by involving a wide range of partners/stakeholders. A fundamental review of the Partnership Plan was completed in 2021 and a new Partnership Plan (2021-26) was adopted. The Authority engaged with partners, stakeholders and the public so that they could help develop the future vision for the National Park and key priority actions to deliver that vision. Work has

commenced on a review of the current Partnership Plan and this is being overseen by a new Partnership Board.

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

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

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

REVIEW OF EFFECTIVENESS

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

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

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

Action	Progress
Fursdon Review	A new fixed-term Dartmoor Land Use Management Group has been established with an independent chair appointed by Defra. The Group's purpose is to reinforce Dartmoor's existing governance by promoting cooperation and collaboration between key stakeholders and government arm's length bodies (ALBs) with a focus on land management. The Group's remit covers the whole of the Dartmoor National Park and all relevant aspects of land-use within its boundaries. Its role in relation to the management of 'protected sites' includes ancient monuments and archaeology as well as ecological designations. In this way, DLUMG will facilitate the achievement of improved outcomes for nature and

	<p>climate on Dartmoor, together with a wide range of other public benefits, in a resilient landscape that is underpinned by viable, sustainable, farm businesses.</p> <p>The Authority is a member of the DLUMG and will be supporting it to deliver its terms of reference which include work on a data observatory, land use framework for Dartmoor and Dartmoor wide grazing and agri-environment schemes. The Authority is also acting as the 'banker' for the Group – it receives a ring-fenced grant from Defra which is the budget for the Group.</p>
Financial sustainability	<p>Ongoing</p> <p>A balanced budget has been set for the 2025/26 financial year with the use of reserves; however, work continues to address budgetary shortfalls.</p>
State of the Park report and Climate Action Plan	State of the Park has been completed. Climate Action Plan is in the process of being drafted and will be reported on a yearly basis.
Local Plan and Partnership Plan	Scoping work for the development of the plans has started
Implementation of the new financial system	The new system has been implemented in April 2025. With training provided to staff prior to the go live date. Work continues to support staff with the new ways of working.
Review of Corporate documents	Newly updated Financial Regulations were agreed by the members at the March 2025 Authority meeting. These have been adopted ahead of the newly implemented financial system.

Further actions in 2024/25

The Monitoring Officer developed a new Members' Code of Conduct which was formally adopted on 30 June 2024. In addition, the Monitoring Officer, in consultation with the Chair of the Authority, developed a new appraisal process for Members which was introduced in November 2024.

GOVERNANCE ISSUES

Although the Authority has been assessed as having strong Governance arrangements in place, to ensure continuous improvement, it is proposed that the following work is undertaken during 2025/26:

- Financial sustainability – continue to address Authority budget shortfalls in 2025/26 and beyond. The Authority has received an allocation of capital funding for 2025/26, the Authority will actively explore investment opportunities with the objective of achieving cost savings or generating additional revenue.
- Local Council elections May 2025 – a training programme for new members to the Authority.
- Procurement Regulations to be reviewed and to bring in line with the Public Procurement Act, which was enacted in February 2025

- Training, learning and development opportunities through the work of the Planning and Sustainable Development and Park Management Working Panels

The Authority has not had to alter its governance arrangements or its systems of internal control during 2024/25. Our current governance arrangements and systems of internal control have remained fit for purpose.

CERTIFICATION

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

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

Signed:

P Woods
Chair of the Authority

Date:

Signed:

K D Bishop
Chief Executive (National Park Officer)

Date:



NPA/AG/25/006

Dartmoor National Park Authority

30 May 2025

Business Plan Monitoring

Report of the Head of Organisational Development

Recommendation: **That Members note the content of the report and comment on performance against the key actions identified in the 2024/25 Business Plan**

1 Purpose of the Report

- 1.1 This report informs Members of the Authority's performance against the key actions identified in the Business Plan for 2024/25.
- 1.2 Leadership Team review performance each quarter and track progress using a spreadsheet with RAG (Red-Amber-Green) ratings for each key action.
- 1.3 This report also introduces a new *End of Year Key Action Outcome Report* providing a summary of outcomes delivered in 2024/25 against the agreed outcome sought as set out in the Business Plan.
- 1.4 Members are reminded that this report focuses on the agreed key actions in 2024/25 and that the 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 2024/25 identified 21 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 range 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 21 key actions is summarised below:

Progress	No.	%
Completed	15	71
Delayed/behind schedule	4	19
No progress/not completed	2	10

3 Business Plan 2024/25 – End of Year Key Action Outcome Report

- 3.1 The inaugural *End of Year Key Action Outcome Report* is provided at Appendix 1. This report provides a summary of outcomes delivered in 2024/25 against the agreed outcome sought as set out in the Business Plan.

4 Equality and Sustainability Impact

- 4.1 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.

5 Financial Implications

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

6 Conclusion

- 6.1 Members will note that the overall picture is sound delivery of the majority of the key actions in the Business Plan 2024/25.
- 6.2 Leadership Team continues to closely monitor officer workloads and recognises that there is limited capacity to cover for absences of key posts. This significant risk is identified in the Authority's Strategic Risk Register reported separately (see NPA/AG/25/008).

NEIL WHITE

Attachment: Appendix 1 – Business Plan 2024/25 – End of Year Key Action Outcome Report

2025 05 30 NW Business Plan Monitoring

Business Plan 2024/25 – End of Year Key Action Outcome Report

No.	Key Action	RAG
1	<p>Peatland restoration - work with the South West Peatland Partnership to deliver an agreed programme of peatland restoration</p> <p>Outcome sought: Restoration and enhancement of 1,000 ha of peatland on Dartmoor by 2026 to deliver multiple benefits including increased local capacity to undertake the restoration work and thus support a ‘circular economy’.</p> <p>Outcomes delivered: The South West Peatland Partnership have delivered just shy of 300 Hectares of restoration across multiple sites including Tavy Head, Cranmere Pool, Great Gnats Head, Langcombe, an extension at Hangingstone, Tor Royal and Burrator. This means they are on target to reach a 1000 hectares by 2026 and has been complemented by the news that funding is confirmed until the end of March 2027.</p>	G
2	<p>Natural Flood Management – working with the Environment Agency and others to deliver natural flood management schemes</p> <p>Outcome sought: Use of natural flood management measures within key catchments that reduce the risk of flooding, improve hydrological systems and deliver other public benefits in a way that supports local communities and the ‘circular economy’.</p> <p>Outcomes delivered: The works that were undertaken on Harford Moor highlighted how effective the Headwaters team are at works that reduce the risk of flooding and which deliver multiple public benefits. The scheme saw over 2000 trees planted but critically engaged the landowner, the commons association, University of Plymouth, local ecology experts, local charity Moor Trees and built upon earlier work by the Our Upland Commons programme. It also hopes to benefit habitat creation, woodland connectivity, climate and flood resilience, commoning and grazing practices.</p>	A
3	<p>Deliver landscape scale nature enhancement</p> <p>Outcome sought: Nature enhancement at a landscape scale is underpinned by dynamic natural processes and we have viable farming and forestry businesses that have delivery of public benefits at their heart.</p> <p>Outcomes delivered: Dartmoor has been successful in having three Landscape Recovery Areas (LRA) confirmed. The National Park Authority is a key partner in the East Dartmoor LRA, on the steering group of the Central Dartmoor LRA and is leading the Walkham LRA, which now has a full complement of staff.</p>	G

4	<p>Support key species</p> <p>Outcome sought: An abundance and diversity of species on Dartmoor, which are widespread and thriving. This will include work on species reintroduction.</p> <p>Outcomes delivered:</p> <p>Two Moors Pine Marten project has been successful, and the Curlew Headstart programme has seen the largest number of returning birds since it started. Proactive work with the Species Recovery Trust to reintroduce Forked Spleenwort, highlighting the importance of bio-abundance.</p>	G
5	<p>Better for Cultural Heritage</p> <p>Outcome sought: Dartmoor's cultural heritage is protected, well managed and in good condition. The significance of the historic environment will be understood by both those living and working on Dartmoor and by visitors.</p> <p>Outcomes delivered:</p> <p>The significance of Dartmoor's cultural heritage was highlighted by the excavation at Cut Hill and the post excavation work carried out to date. The finds highlight how sites are protected and managed as well as shed further light on our ancestors and their engagement with Dartmoor.</p>	G
6	<p>Work with partners to implement the recommendations from the Fursdon Review</p> <p>Outcome sought: Viable farming and forestry systems that sustain and enhance a high-quality environment, enhance nature, store and sequester carbon, produce healthy food, high quality fibre and other products, and deliver a wide range of public goods.</p> <p>Outcomes delivered:</p> <p>The Dartmoor Land Use Management Group was established in December 2024 and first met in January 2025. A full-time secondment was negotiated from the Rural Payments Agency (RPA) to support the Group (with costs met by the RPA). Defra agreed a two year budget of Circa £500,000 to support the work of the Group. The Group has yet to start detailed delivery of its terms of reference.</p>	A

7	<p>Deliver Farming in Protected Landscapes (FiPL)</p> <p>Outcome sought: FiPL will help support a farmed landscape that contributes to the Dartmoor Partnership Plan Vision across all of its themes.</p> <p>Outcomes delivered: The FiPL team successful allocated all of the monies by the end of September across all four themes (Nature, People, Climate and Place) and promoted the funded projects through FiPL workshops and also FiPL Fortnight. Dartmoor was also chosen to take part in a national FiPL evaluation as one of eight case studies.</p>	G
8	<p>Hill Farm Project</p> <p>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. Focus on supporting agricultural transition, understanding of the new Environmental Land Management system and a circular economy.</p> <p>Outcomes delivered: The team managed to support farm businesses, even during continued uncertainty for farm businesses, by delivering programmes through Farm for the Future and then being successful in funding for the Natural Environment Investment Read Fund project, Boundary Boost, whilst still delivering programmes and liaison for Our Upland Commons, FiPL and also Dartmoor's Dynamic Landscapes.</p>	G
9	<p>Our Upland Commons</p> <p>Outcome sought: Deliver agreed outcomes for National Lottery Heritage Funded programme, including shared local visions for commons, showcasing new approaches to management of common land to deliver a range of public benefits and improved public understanding of commoning. Contribute to thinking about the new Environmental Land Management system.</p> <p>Outcomes delivered: The programme delivered multiple benefits across the commons it was engaged and received an extension of funding from the National Lottery Heritage Fund and additional monies through FiPL. It showcased these successes through a variety of events but most importantly a successful conference at Buckfast Abbey, attended by over 100 people.</p>	G

10	<p>Develop and implement a Visitor Management Plan for 2024 season</p> <p>Outcome sought: Visitors understand and respect the environment, each other and the people living and working on Dartmoor.</p> <p>Outcomes delivered: The Authority worked in partnership with a number of partners to deliver key messages to those who visit and use the moor. Dogs on lead engagement improves every year but all partners recognise there is more to do and the Dartmoor Rural Crime Initiative is seen by many agencies, including Devon and Cornwall Police, as being the most effective forum for sharing information and developing engagement.</p>	G
11	<p>Access for All</p> <p>Outcome sought: High quality infrastructure that supports access by people from all backgrounds and ages.</p> <p>Outcomes delivered: The Access and Recreation team alongside the Ranger Service have delivered 13 access improvement projects in the year. This has been achieved with monies from the DEFRA Access for All monies but also working with partners and securing additional external funding when the opportunities arise.</p>	G
12	<p>Dartmoor for All</p> <p>Outcome sought: People of all ages, backgrounds and abilities are able to access Dartmoor and feel welcome. Every visitor has positive and immersive experiences resulting in a long-lasting connection and care for the place and its communities.</p> <p>Outcomes delivered: A full programme of Outreach and Engagement to deliver experiences at shows and events, in the visitor centres and through Ranger Ralph, Junior Rangers and through specific programmes such as Nights Under the Stars. As well as Postbridge Visitor Centre being recognised in the Visit Devon Awards, our Community Engagement Ranger won the Park Protector Award from Campaign for National Parks for the 'Girls Do Dartmoor' programme.</p>	G

13	<p>Better Communities</p> <p>Outcome sought: Dartmoor's communities are thriving and engaged in caring for the National Park.</p> <p>Outcomes delivered: Ongoing work with communities across Dartmoor establishing partnerships on community climate action plans. Delivery of a town trail in Ashburton, ongoing engagement with the Princetown Business Network and lead on the successful bid for two new minibuses for Newton Abbot Community Transport Association (NACTA) which will help deliver the Rail to Trail, sustainable travel initiative.</p>	G
14	<p>Digital National Park</p> <p>Outcome sought: Working in partnership to support communities in enabling high quality digital connectivity through the development of ultra-fast broadband and mobile provision in ways compatible with the National Park's landscape and cultural heritage.</p> <p>Outcomes delivered: A project proposal for a Digital National Park was developed in partnership with Wildanet and submitted to Building Digital UK (BDUK). The proposal outlined costed proposals to secure gigabit broadband and improved mobile connectivity for Dartmoor. Wildanet had meetings with BDUK and Wildanet and the Authority met with Defra and BDUK officials to discuss the proposal. In June 2024 BDUK announced that Dartmoor was included in a Type C contract that had been awarded to Openreach. The Authority was not consulted on this and at the time of writing this report has had no further detail or contact from BDUK or Openreach.</p>	R
15	<p>Race to Zero Review and deliver DNPA's Climate Action Plan</p> <p>Outcome sought: An action plan that supports our ambition for the National Park to be carbon negative by 2024.</p> <p>Outcomes delivered: Outcomes of Race to Zero and CAP: DNPA has developed a new organisational Climate Action Plan that contributes to its Race to Zero commitment and sets an example for park-wide climate action. Informed by emissions baselining and target-setting by the University of Exeter, the Plan outlines practical steps the Authority will take to support its ambition to reach net zero by at least 2050, in line with the Science Based Targets initiative (SBTi).</p>	A

	Small World Consulting have provided all UK National Parks with a carbon tracker to monitor Dartmoor carbon emissions. Work planning with the Climate and Energy working group has stated to support the development of climate action plans for all UK National Parks.	
16	<p>Volunteering</p> <p>Outcome sought: A spectrum of volunteering opportunities so that anyone in communities within or outside the National Park has the opportunity to engage in caring for and managing Dartmoor.</p> <p>Outcomes delivered: Ongoing support for our volunteers and promotion of volunteer opportunities throughout 2024/25, including upskilling a cohort of access volunteers to work independently; recruiting Education Guides, Youth Ranger Volunteers and a Volunteer photographer as well as offering specific opportunities as part of UK National Parks Volunteering Day. Corporate ownership of volunteer management has led to improved communication, coordination and engagement, including introducing a new SharePoint site for volunteers to access information and resources.</p>	G
17	<p>Dartmoor Foundation</p> <p>Outcome sought: Establish a new ‘Dartmoor Foundation’ as a vehicle to support National Park purposes, deliver the agreed vision for Dartmoor National Park and key actions in the Dartmoor Partnership Plan.</p> <p>Outcomes delivered: Dartmoor Foundation has been established and registered as a company. A founding group of trustees have been appointed and they, in turn, have appointed a Chief Executive. The Dartmoor Foundation will operate under the trading name – Dartmoor Futures which better reflects its focus on the future. Dartmoor Futures will have three themes: People, Nature and Place. The trustees and Chief Executive are developing funding ideas and proposals under the three themes. An application has been submitted to the Charity Commission for registration as a charity, the outcome is awaited.</p>	G
18	<p>Dartmoor’s Dynamic Landscapes</p> <p>Outcome sought: An integrated programme of funded partnership activity projects that help deliver the vision in the Dartmoor Partnership Plan.</p> <p>Outcomes delivered: Alongside multiple partners, 15 project plans were submitted to National Lottery Heritage Fund in the summer of 2024. Notification of a successful bid was communicated early in 2025 and work now underway to start delivery of the project plans over the next five years.</p>	A

19	<p>Integrated Management Plans for land owned by the Authority</p> <p>Outcome sought: Management of land owned by the National Park Authority is helping to demonstrate practical delivery of the vision in the Dartmoor Partnership Plan.</p> <p>Outcomes delivered: Staff capacity has meant that the tender document had not been completed in 2024/25 but a draft has been agreed and is expected to go out for tender in Q1 of 2025/26.</p>	R
20	<p>Publish a revised State of the Park Report and review the governance arrangements for the Partnership Plan</p> <p>Outcome sought: A comprehensive report on the State of the Park that provides an evidence base for future policies and projects. A clear governance structure for the Partnership Plan.</p> <p>Outcomes delivered: A 2025 State of the Park Report has been prepared, published, and promoted. The Dartmoor Partnership Board has been established to provide strategic direction and governance for the Partnership Plan. The Partnership Board is made up of partners that play a key role in delivering the Partnership Plan. The Partnership Board will play a key role in guiding the review of the Partnership Plan.</p>	G
21	<p>Implement a new financial system</p> <p>Outcome sought: A robust IT system that supports more efficient and effective processes for financial transactions and monitoring.</p> <p>Outcomes delivered: The new financial system has been successfully implemented, with staff across the Authority fully trained in its operation. This has led to enhanced process efficiency and a substantial reduction in the double handling of transactional data.</p>	G



NPA/AG/25/007

Dartmoor National Park Authority

30 May 2025

Performance Indicators, Annual Ombudsman Letter 2024/25 and Health & Safety Policy 2025

Report of the Head of Organisational Development

Recommendations: **That Members:**

- (i) **note the content of the report;**
- (ii) **analyse the performance for 2024/25 and consider any action which may be taken to maintain and/or improve good performance or to address under-performance;**
- (iii) **note the agreed performance indicators for 2025/26 and proposed targets;**
- (iv) **note the Health & Safety Policy 2025 and health and safety update; and**
- (v) **note the Annual Review Letter for 2024/25 received from the Local Government & Social Care Ombudsman.**

1 Purpose of the Report

- 1.1 This report informs Members of performance against the Authority's agreed performance indicator targets for 2024/25 and provides an opportunity to discuss, query and challenge performance against each indicator.
- 1.2 This report also sets out the performance indicators and proposed targets for 2025/26.

2 Performance Indicators

- 2.1 Following the Authority meeting in March 2024 [[NPA/24/15](#)] officers developed an updated suite of performance indicators that were included in the Authority's Business Plan.
- 2.2 These performance indicators relate to data sets that we use to gauge the 'quality of the service' we provide and/or potential impact. They comprise some that are set nationally by Government (e.g. speed of planning decision); some that have been agreed collectively by the English National Park Authorities so that we can benchmark performance; and some are agreed locally (i.e. by Dartmoor National Park Authority).

3 Performance for 2024/25

- 3.1 Attached in Appendix 1 is the list of performance indicators including a description of how we measure our achievement. Performance for this year is shown as well as the previous two years (2022/23 & 2023/24) for comparison purposes.
- 3.2 For 2024/25 where a target is met or exceeded, this is highlighted green. If a target has not been met this is highlighted red. Those indicators with light blue highlight have explanatory text or did not have a target set (i.e. trend data).

4 Observations

4.1 Spatial Planning (performance indicator ref 01-14)

Percentage of All Applications Determined That Have Been Approved

- 4.1.1 While the approval rate alone is not a definitive measure of performance, a consistently high percentage of approvals reflects constructive working practices and a collaborative approach by the Authority in seeking positive outcomes with applicants.
- 4.1.2 Performance during the current reporting year remains consistent with the previous two years. It is anticipated that the adoption of a new validation checklist and continued service development will contribute to further improvements in future years.

Percentage of Major Applications Determined Within 13 Weeks

- 4.1.3 Although the total number of major applications determined was relatively low, performance exceeded the established target. The focus moving forward will be on reducing reliance on Extensions of Time, thereby enhancing the timeliness of decision-making.

Percentage of Minor Applications Determined Within 8 Weeks

- 4.1.4 Performance has improved significantly compared to the previous year. This improvement is attributed in part to the accurate recording of applications determined with an agreed Extension of Time. Future performance reports will aim to provide a clearer picture of decision-making speed. Achieving 90% of decisions within the target timeframe - against a benchmark of 65% - is a particularly positive outcome.

Percentage of Other Applications Determined Within 8 Weeks

- 4.1.5 This category also saw improved performance, with 92% of applications determined within the statutory period, indicating consistently strong outcomes throughout the year.

Percentage of Applicants Satisfied With the Quality of Service Received

- 4.1.6 Due to a low volume of responses, this measure has not been actively monitored during the reporting period. Nonetheless, customer feedback remains a priority. Identifying effective methods to engage with service users will be a focus in the year ahead to inform service improvements.

Percentage of Pre-Applications for Minor and Householder Applications Concluded Within 42 Days

- 4.1.7 Since the reintroduction of the pre-application service in June 2024, usage has steadily increased. Performance against the 70% target has shown consistent improvement, although overall results remain below the target - partly due to staffing vacancies. Continued enhancements are planned over the coming 12 months to further improve service delivery.

Percentage of Pre-Applications for Major Applications Concluded Within 56 Days

- 4.1.8 Only one pre-application was recorded in this category during the year, which is insufficient to assess service effectiveness. An increase in submissions is anticipated, enabling more robust evaluation in the next reporting period.

Percentage of Applications Validated Within 5 Working Days

- 4.1.9 Due to IT system limitations, accurate reporting against this target has not been feasible. Nevertheless, steady progress has been made, and the target parameters have been reviewed and revised in preparation for the next reporting cycle.

Percentage of Applications Registered Within 5 Working Days

- 4.1.10 This metric reflects the time taken to complete necessary publicity and prepare electronic case files for officers. The team has consistently met this target, achieving an 85% success rate across the reporting year.

Number of Enforcement Cases Received

- 4.1.11 Planning enforcement is integral to maintaining public confidence in the planning system. It ensures that reported breaches are addressed appropriately. A total of 13 new enforcement cases were received during the reporting year, establishing a useful baseline for future performance comparisons.

Number of Enforcement Notices Issued

- 4.1.12 The Authority strives to resolve breaches through informal means wherever possible. However, enforcement notices are issued when formal action becomes necessary. A total of 10 notices were issued in Quarter 1, decreasing to 2 in Quarter 4 due to a targeted effort to conclude long-standing cases. This strategic refocus has resulted in a steady issuance of notices and demonstrates the Authority's ongoing commitment to effective enforcement when required.

Number of Enforcement Cases Closed

- 4.1.13 Timely resolution and closure of enforcement cases is critical to effective caseload management. During the reporting period, 127 cases were closed, compared to 113 new cases opened. This indicates strong performance and efficient workload management by the enforcement team.

Percentage of Appeals Allowed

4.1.14 Appeal outcomes are a key indicator of decision-making quality. In Quarters 1 to 3, 28% of appeals were allowed - below the 30% threshold target. However, in Quarter 4, 60% of appeals were allowed, raising the annual figure to 33%. While officers have reviewed the decisions and identified areas for learning, no recurring themes or concerns necessitating changes to existing processes have been identified.

Number of Affordable Housing Units Approved

4.1.15 A total of 20 affordable housing units were approved during the reporting year, falling short of the annual target of 65. However, over the Local Plan period, the Authority remains on track to meet the long-term average. Several applications currently under consideration are expected to contribute to increased delivery in the coming year, and active engagement continues with developers seeking to provide affordable housing in Dartmoor.

4.2 Conservation & Communities (performance indicator ref 15-28)

4.2.1 Rights of Way

We work with access officers across the UK National Parks to ensure a consistency in measuring rights of way and have updated our measurement this year hence why the figure is slightly lower.

Measuring issues on rights of way and how many have been resolved is difficult to assess without qualifying some of the issues such as the installation of a new bridge (a number of which have happened this year) against a minor repair or defect. The team are now using dedicated periods to address unresolved or historic issues.

4.2.2 User Behaviour

The Ranger app allows the team to accurately record all engagements with the public. Whilst we have no historical data, over 50% of byelaw issues this year that were logged included direct engagement and in 90% of cases, there was a positive response. In 2025/26 we will look to include statistics from engagement at 'dogs on leads' events, for example.

4.2.3 Visitors to National Park Visitor Centres

The actual figure was significantly down on the forecast, but this was in line with visitor figures across Devon. Whilst coaches from Europe have returned to Postbridge their volume and those from the UK are still significantly down pre-Brexit and pre-Covid.

4.2.4 Engagement Events

The Outreach and Engagement team delivered in excess of 10% more engagement events both on and outside Dartmoor and attracted a similar increase in attendees. Across these events those who were from the bottom three most deprived deciles in the Index of Multiple Deprivation was just short of its target, but it should be noted that this data is often difficult to collect.

4.2.5 Online Engagement

Whilst ten percent below the target for social media followers across the various platforms, the social media programme is regularly complimented, and the figure does not include the popular Dartmoor Rangers Facebook site. The newsletters continue to have a high level of opening for the 4,500 subscribers.

The website continues to attract significant numbers to its pages, ostensibly planning and visiting pages.

4.2.6 *Farming in Protected Landscapes (FiPL)*

The FiPL team delivered the most successful year to date with over £1 million allocated across the four themes (people, nature, climate and place) by the end of September and the team ensuring the programmes were delivered and the claims made in a timely fashion. As well as being highlighted in a National showcase by DEFRA the FiPL team also delivered showcase events and promoted projects through FiPL Fortnight.

4.3 **Corporate Services (performance indicator ref 29-41)**

4.3.1 *Employee sickness*

A reduction in the number of absences (108 compared with 123 last year) contributed to improved performance for a third successive year, returning to levels like those last seen in 2021/22. While sickness absence is difficult to predict and some cases are beyond our control, we have reduced targets further in 2025/26, will continue to analyse sickness absence and provide appropriate support and guidance to employees and managers.

4.3.2 *Employee turnover*

We record this data to assess the impact of employee turnover on the Authority's business and performance. Turnover can be an indicator of workplace health and signal underlying issues. In 2024/25 turnover was 14% (down from 16% in 2023/24), a figure which is comparable with other National Park Authority's when benchmarked last year.

4.3.3 *Employee appraisals*

Staff appraisals provide a platform to review performance so that individuals are provided with the feedback and means to perform their job to the best of their ability and to make the best contribution possible towards the Authority's objectives. In 2024/25, 94% of employees participated in an annual appraisal meeting and process completed in accordance with staff appraisal scheme.

4.3.4 *Volunteering*

The Authority organised or supported 3,782 days of volunteering in 2024/25, exceeding the target (3,500).

4.3.5 *Spend per visitor in National Park Visitor Centres*

The target for retail spend per visitor was set at an ambitious level, which has proven difficult to meet under current economic conditions. Retail sales have been above the budget set however spend by those visiting the centres reflects the pressure on household budgets.

4.3.6 *Percentage of income from sources other than National Park Grant (NPG)*

The percentage achieved falls short of the target set due to NPG including the £250,000 capital funding in 2024/25. If the capital amount is excluded the percentage of income from other sources exceeds the target of 45%.

4.3.7 *% change in greenhouse gas emissions from National Park Authority operations*

This is one of a number 'family indicators' reported by English National Park Authorities. However, the methodology was developed many years ago and has been superseded by current practices that reflect a more consistent and comprehensive approach.

Many National Parks now calculate and report their full Scope 1, 2, and 3 emissions, including areas such as staff commuting, which the current methodology excludes. Additionally, all National Parks now submit annual emissions data to Defra for inclusion in the new reporting dashboard, where total organisational footprints are presented in tCO₂e (Tonne of carbon dioxide equivalent). A new baseline for the Authority was established in 2023/24 of 609 tCO₂e.

4.3.8 *Percentage of Membership attending Authority meetings*

Member attendance at formal meetings fell to 77% in 2024/25, significantly below the target of 85% and the fourth successive year where attendance has fallen from a high of 89% in 2020/21 (when most meetings were held remotely). The reasons for this decline require further analysis and understanding to determine any action that can be taken to improve Member attendance. The 85% target is unchanged in 2025/26.

4.3.9 *Parish meeting attendance – Members & Officers*

The purpose of this data is to ensure that each Parish Council within Dartmoor National Park is attended by a Member or officer of the Authority at least once every year. As previously reported, this data requires further analysis, and the intention is to review this performance indicator during 2025/26.

5 Performance Indicators for 2025/26

- 5.1 The revised and updated performance indicators for 2025/26 and proposed targets are provided at Appendix 2.
- 5.2. Members will note the addition of new performance indicators relating to planning enforcement (highlighted). Where targets have changed, these are also highlighted with the target from 2024/25 provided for comparison.

6 Health & Safety Policy 2025 and update

6.1 Background

- 6.1.1 It is the policy of the Authority to ensure, so far as is reasonably practicable, the provision of a safe and healthy workplace and working environment for employees and volunteers and to ensure the health, safety and welfare of members of the general public and anyone else who may be affected by the activities of the Authority.
- 6.1.2 The Authority has a service level agreement with Teignbridge District Council (TDC) for the provision of local occupational safety, health, welfare compliance, assistance and advice. The annual cost for this service in 2024/25 was £10,220.

6.2 Progress in 2024/25

6.2.1 Fire Risk Managment

Following site visits to all DNPA premises the Health & Safety Manager (TDC) prioritised fire as a primary risk to staff, operations and members of the public. While fire safety is well managed, a review of the fire risk assessments highlighted that many staff were unaware of their location and content. Staff were encouraged to locate, read and understand the assessments. This raised several queries and led to portable appliance testing and practical fire awareness training being arranged and delivered with good uptake and positive feedback.

As part of this work the existing (largely end of life) fire extinguishers were replaced and used for training. The replacement units have a carbon footprint reduction of almost 75% and mitigate annual ongoing inspection costs as well as increased disposal costs.

6.2.2 Lone Working

A need to review staff and volunteer safety across all DNPA operations was identified. Remote locations and the nature of the moor (weather and topography) presents some unique and significant challenges for DNPA managers to be able to “ensure” the safety of those whose activities (work) they direct.

Consultation with staff, UNISON and a survey of managers during 2024 provided useful feedback for staff and managers to consider/reconsider the effectiveness of their arrangements (procedures). The survey identified that a range of practices are in use and/or have evolved within teams.

Two ‘Safe & Sound’ personal safety workshops were delivered in January 2025, attended by 21 staff and 7 volunteers.

Work to conclude the review of lone working will be completed in 2025.

6.2.3 Hand, Arm (and whole body) Vibration Syndrome (HAVS) compliance

Very short-term operation vibration data was obtained in 2023 for all DNPA assets for which HAVS exposure may be a concern. Actual in use exposure, and records of the extent (length) of that exposure per item, per use, and per person are being gathered this year to evidence (from calculation & data) that unacceptable exposure risks are not being taken and ensure that service managers can provide the required assurances.

6.2.4 Health and Safety Management

Other health and safety related work during 2024/25 has included:

Unexploded ordnance (UXO) – following publication of commissioned report (December 2023), work undertaken to raise awareness. Briefing video developed and shared with key staff/volunteers. Induction process updated. Report shared with key partners

Ticks – updated guidance developed and shared with all staff and volunteers, ‘lunch and learn’ session held on 7 January 2025

Remote location access – including specialised plant and potential emergency recovery plans, welfare, access to toilets/washrooms and running water

Radon – ongoing monitoring of Radon gas levels in all occupied premises. Where levels are found to exceed 300Bqm3 remedial works are undertaken to reduce the levels of Radon present, wherever possible

Display Screen Equipment (DSE) – review of DSE risk assessments and provision equipment (desks, chairs, monitors) and reasonable adjustments as required

Manual Handling – training provision and competency assessments

Emergency First Aid – training for Information Advisers (February 2025)

6.3 **Health, Safety & Wellbeing Committee**

6.3.1 This Committee facilitates the Authority’s obligation to consult with staff and representatives regarding health, safety, and welfare matters. The Committee, which meets every 3 months, has seen some changes to its membership during the year and seeks to reflect and represent progress being made across the Authority’s services.

6.3.2 The Committee recently (9 April 2025) reviewed the Authority’s Health and Safety Policy following approval by Leadership Team on 1 April 2025. A copy is provided to note at Appendix 3.

6.4 **Health and Safety Monitoring**

6.4.1 The table below identifies the number of recorded accidents/incidents, near-misses and dangerous occurrences for the year to date and the previous 7 years:

Year	Accidents/ Incidents	Near misses	No. notifiable under RIDDOR*
2017/18	26	3	0
2018/19	20	4	1
2019/20	21	2	0
2020/21	10	2	0
2021/22	7	1	0
2022/23	15	2	0
2023/24	19	1	0
2024/25	17	2	0

* *Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013*

6.5 Key Actions for 2025/26

6.5.1 The key actions for 2025/26 include:

- Clarify/identify ownership of current risk assessments and support relevant managers to ensure risk assessments are owned and embedded within services
- Assisting managers in the ongoing review of risk assessments (3 yearly rolling review period) for which they are responsible, i.e. those that affect premises, and activities undertaken by staff and or others who might be affected by operations
- Revise the Health and Safety Management system/structure and associated policy, guidance and records (which in turn will facilitate/support transition to cloud-based system enabling ready access to H&S information)
- Provide advice and support to continue the development of a **new** operationally led / risk assessment led health, safety and welfare training matrix/programme, starting with Conservation Works Team and Ranger Service
- Undertake an audit of health and safety training needs for managers/team leaders and make recommendations for required and/or desirable training
- Establish a method to track when risk assessments are due to be reviewed and to audit the effectiveness of the assessment, ownership and review
- Establish an effective system to manage HAVS compliance via testing, assessment and the provision of information, instruction, training and supervision (led by TDC).
- Continue Health & Safety training for relevant officers, teams and managers, with a focus on fire and display screen equipment
- Write Annual Health & Safety Report

7 Annual Review Letter 2024/25

- 7.1 In May 2025, the Local Government & Social Care Ombudsman published its Annual Review letter (see Appendix 4) containing a summary of complaint statistics regarding Dartmoor National Park Authority for the period until 31 March 2025.
- 7.2 The Ombudsman did not receive any complaints relating to Dartmoor National Park Authority during 2024/25.

8 Equality and Sustainability Impact

- 8.1 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.

9 Financial Implications

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

10 Conclusion

- 10.1 Members will note the Authority's performance in 2024/25 against the indicator targets.
- 10.2 Leadership Team continue to closely monitor performance and, where appropriate, investigate further to understand the detail behind the figures.
- 10.3 Where targets are not met, this does not necessarily indicate underperformance and 'Team Dartmoor' – staff, Members, and volunteers – continue to demonstrate dedication, flexibility, and commitment to deliver the Authority's objectives.

NEIL WHITE

Attachments: **Appendix 1 - Performance Indicators 2024-25**
 Appendix 2 - Performance Indicators 2025-26 and proposed targets
 Appendix 3 - Health & Safety Policy 2025
 Appendix 4 - LG&SCO Annual Review Letter 2024/25

2025 05 30 NW Performance Indicators

DNPA Performance Indicators 2024/2025

DNPA Ref		Spatial Planning	Target	Responsible officer
01	DC 0	Percentage of all planning applications determined which have been approved	No target - success is positive decisions for Dartmoor	DK
02	DC 1	Percentage of major applications determined within 13 weeks	50%	DK
03	DC 1	Percentage of minor applications determined within 8 weeks	65%	DK
04	DC 1	Percentage of other applications determined within 8 weeks	85%	DK
05		Percentage of planning applicants satisfied with quality of the service received	80%	DK
06		Percentage of pre-applications for minor and householder applications which have been concluded within 42 days	70%	DK
07		Percentage of pre-applications for major applications which have been concluded within 56 days	70%	DK
08		Percentage of applications validated within 5 working days	70%	TS
09		Percentage of applications registered within 5 working days	70%	DK
10		Number of enforcement cases received	No target - trend/baseline data	JA
11		Number of enforcement notices issued	No target - trend/baseline data	JA
12		Number of enforcement cases closed	No target - trend/baseline data	JA
13		Percentage of appeals allowed	30%	DK
14		Number of affordable housing units approved	65	DK
Ref		Conservation & Communities		
15	RM 1	Percentage of public rights of way network that is easy to use	90%	AW
16		Total number of unresolved maintenance issues on the public rights of way network	No target - trend/baseline data	AW
17		Number of maintenance issues resolved by the Authority on the public rights of way network	600	AW
18		User behaviour engagements	80%	SL
19		Erosion monitor: Number of known erosion sites and percentage of known erosion sites stable or improving	No target - methodology being developed in 2024/25	SL
20		Number of visitors to the National Park Visitor Centres	170,000	CE
21		Number of engagement events delivered on Dartmoor and number of attendees	150 events/10,000 attendees	CE
22		Number of engagement events attended/delivered beyond the National Park and number of attendees		
23		Percentage of engagement events attended/delivered on and off Dartmoor, reaching attendees on Index of Multiple Deprivation scale 1-3	10%	CE
24		Number of followers on social media	110,000	CE
25		Number of subscribers to e-communications	5,000	CE
26		Percentage of e-communications opened by subscribers	48%	CE
27		Number of total users to Authority website and page views	300,000 total users 500,000 page views	CE
28		Proportion of Farming in Protected Landscapes budget committed and spent	100%	JS
Ref		Corporate Services		
29		Employee sickness absence	7 days per FTE 4 days (excluding long-term)	NW
30		Employee turnover	10%	NW
31		Employee appraisals	90%	NW
32	RM 3	Total number of volunteer days organised or supported by the Authority	3,500	NW
33	RM 3	Value of volunteer days organised or supported by the Authority	350,000	NW
34	RM 3	No. of volunteer days attended by under-represented groups	350	NW
35		No. of formal complaints received and number of formal complaints upheld by Local Government & Social Care Ombudsman	No target - trend/baseline data	NW

36		Spend per visitor in National Park Visitor Centres	£2.00	AS
37		Percentage of income derived from sources other than National Park Grant	45%	AS
38	CD 3	Percentage change in carbon dioxide equivalent emissions from DNPA operations	0% - target being reviewed as part of Climate Action Plan	JM
39		Percentage of Membership attending Authority meetings	85%	CB
40		Number of parish meetings attended by Members	30	PB
41		Number of parish meetings attended by Rangers and other officers	53	PB

Family Performance Indicators

							Columns H to K to be completed by Officers					
DNPA Ref		Spatial Planning	Target	Responsible officer	Outturn 2022/23	Outturn 2023/24	Quarter 1 COMPLETE	Quarter 2 COMPLETE	Quarter 3 COMPLETE	Quarter 4	Progress Report / Officer Comments	Outturn 2024/25
01	DC 0	Percentage of all planning applications determined which have been approved	No target - success is positive decisions for Dartmoor	DK	84.80%	86%	91%	88%	86%	80%		86.25%
02	DC 1	Percentage of major applications determined within 13 weeks	50%	DK	100%	66.66%	50%	0% (None Received)	0% (None Received)	100%		75%
03	DC 1	Percentage of minor applications determined within 8 weeks	65%	DK	70.90%	40%	89%	90%	95%	85%		90%
04	DC 1	Percentage of other applications determined within 8 weeks	85%	DK	82.20%	54%	92%	96%	83%	97%		92%
05		Percentage of planning applicants satisfied with quality of the service received	80%	DK	70%	50%	Reported annually				Limited data set/data not available	
06		Percentage of pre-applications for minor and householder applications which have been concluded within 42 days	70%	DK	Data not available	Data not available	40% 2 of 5	65.2% 15 of 23	66.66% 20 of 30	60% 15 of 25	A small drop in performance which coincides with a number of vacancies within the planning team. Temporary support has been recruited to help manage this period and we have successfully recruited to two vacancies. It is hoped that performance will improve during quarter 2 of the next performance year.	63%
07		Percentage of pre-applications for major applications which have been concluded within 56 days	70%	DK	Data not available	Data not available	0% 0 of 0	0% 0 of 0	0% 0 of 0	0% 0 of 1		0%
08		Percentage of applications validated within 5 working days	70%	DK	Data not available	Data not available	8% 12 of 143	34% 39 of 115	31% 29 of 93	47% 58 of 124	Continued steady improvement in performance. Team have continued to work hard despite carrying a vacancy within the team. it is hoped that we can recruit to this vacancy shortly and focus further on improving performance.	29%
09		Percentage of applications registered within 5 working days	70%	DK	Data not available	Data not available	93% 133 of 143	87% 100 of 115	67% 72 of 107	90% 111 of 124		85%
10		Number of enforcement cases received	No target - trend/baseline data	JA	Data not available	Data not available	26	32	20	35		113
11		Number of enforcement notices issued	No target - trend/baseline data	JA	Data not available	Data not available	10	6	3	2		21
12		Number of enforcement cases closed	No target - trend/baseline data	JA	Data not available	Data not available	31	35	36	25		127
13		Percentage of appeals allowed	30% (lower % is better)	DK	Data not available	Data not available	33.33% 3 of 9 (1 part allowed part refused)	22.22% 2 of 9	28.5% 4 of 14 (one part allowed part refused)	60% 3 of 5	Officers to carry out a review of appeal decisions and identify areas of additional training or awareness as required.	36%
14		Number of affordable housing units approved	65	DK	14	6	0	0	1	19	Positive delivery off affordable dwellings in Q4 delivered through the granting of a major development site.	20



Family Performance Indicators

Ref		Conservation & Communities		Target	Responsible officer	Outturn 2022/23	Outturn 2023/24	Quarter 1 COMPLETE	Quarter 2 COMPLETE	Quarter 3 COMPLETE	Quarter 4	Progress Report / Officer Comments	Outturn 2024/25
15	RM 1	Percentage of public rights of way network that is easy to use		90%	AW	95.65%	89%	Reported annually					74%
16		Total number of unresolved maintenance issues on the public rights of way network		No target - trend/baseline data	AW	Data not available	Data not available	551	545	539	550		528
17		Number of maintenance issues resolved by the Authority on the public rights of way network		600	AW	Data not available	Data not available	183	111	101	126 resolved (new issues added 155)	Significant effort spent resolving PRoW issues with available resource. Scale of issues varies (e.g. install of new bridge v minor repair) so numbers alone do not provide full story.	521
18		User behaviour engagements		No target - trend/baseline data	SL		Data not available	256 engagements but app not consistently indicating positive outcomes etc yet	202 engagements	TBC	153 Byelaw engagements logged, 84 direct engagements not including additional dogs on leads push	153 Byelaw issues logged. 84 had direct engagement, 75 neutral to positive response, 9 negative responses. None referred to Police but other agencies contacted e.g. local authorities, Environment Agency and Livestock Protection Officer. NB. these figures do NOT include large-scale engagement events (e.g. dogs on leads). Event at Roborough Down involved 100 engagements; all but 2 were neutral to positive.	611
19		Erosion monitor: Number of known erosion sites and percentage of known erosion sites stable or improving	Number of known erosion sites	No target - methodology being developed in 2024/25	SL	Data not available	Data not available	Reported annually				Historic data from survey portal. Rangers to begin surveying historic sites autumn 2025. 200 photos uploaded from erosion site posts	135
			Percentage of known erosion sites stable or improving			Data not available	Data not available	Reported annually				Historic data from survey portal. Rangers to begin surveying historic sites autumn 2025	69%
20		Number of visitors to the National Park Visitor Centres		170,000	CE	140,816	137,655	41,803	51,712	19,562	15,947		129,024
21		Engagement events	Number of engagement events delivered on Dartmoor and number of attendees	150 events/10,000 attendees	CE	110 events	45 events	44	64	31	27	Officers noted that Ranger events data has not been included in 2024/25. This performance indicator methodology will be reviewed ahead of reporting in 2025/26	166
22			Number of engagement events attended/delivered beyond the National Park and number of attendees			CE	Data not available	Data not available	4	13	39	2	
		Data not available		Data not available	1,260		1,134	2,058	130		4582		
23		Percentage of engagement events attended/delivered on and off Dartmoor, reaching attendees on Index of Multiple Deprivation scale 1-3		10%	CE	Data not available	Data not available	Excluding large scale shows worked with 1452 people, 73 from IMD1-3 5%	TBC	Number of people reached from IMD1-3 = 122 % of people reached from IMD1-3 = 5.9%	16%		9%
24		Number of followers on social media		110,000	CE	60,712	91,453	96,522	97,924	99,362	101,150	Officers noted that Ranger Facebook data is not included in 2024/25. This performance indicator methodology will be reviewed ahead of reporting in 2025/26	101,150
25		Number of subscribers to e-communications		5,000	CE	4,116	4,462	4,347	4,384	4,347	4,571		4,571
26		Percentage of e-communications opened by subscribers		48%	CE	43%	44%	43%	42%	41.60%	44.80%		43%

27		Number of total users to Authority website and page views	300,000 total users	CE	2800(Google analytics not showing full daa due to GA4 upgrade)	807,966 unique visitors	121K new users 126,382 total users	136,248 new users	78,366 new users 82,000 total users	93,952 new users		438,582
			500,000 page views			Data not available	355,736	409,425	222,675	291,902		1,279,738
28		Proportion of Farming in Protected Landscapes grant committed and spent (claimed and paid out)	100%	JS	100% committed, 100% spent	100% committed, 100% spent	58% allocated & 5% spent	100% allocated & 17% spent (claimed)	100% allocated 43% spent (claimed)	100% allocated		100% allocated

Family Performance Indicators

							Columns H to K to be reported by Officers					
Ref		Corporate Services	Target	Responsible officer	Outturn 2022/23	Outturn 2023/24	Quarter 1 COMPLETE	Quarter 2 COMPLETE	Quarter 3 COMPLETE	Quarter 4	Progress Report / Officer Comments	Outturn 2024/25
29		Employee sickness absence	7 days per FTE	NW	11.4 days	7.42 days	1.2 days lost per FTE	1.1 days lost per FTE	1.4 days lost per FTE	1.4 days lost per FTE		5.2 days lost per FTE
			4 days per FTE (excluding long-term)		4.25 days	4.88 days	0.6 days lost per FTE	0.5 days lost per FTE	0.6 days lost per FTE	0.5 days lost per FTE		2.2 days lost per FTE
30		Employee turnover	10%	NW	Data not available	Data not available	Reported annually					14%
31		Employee appraisals	90%	NW	Data not available	Data not available	Reported annually					94%
32	RM 3	Total number of volunteer days organised or supported by the Authority	3,500	NW	9,627	3,339	Reported annually					3782
33	RM 3	Value of volunteer days organised or supported by the Authority	350,000	NW	£962,670	£333,165	Reported annually					£378,223
34	RM 3	Number of volunteer days attended by under-represented groups	350	NW	103	67.5	Reported annually					Limited data captured (under review)
35		Number of formal complaints received	No target - trend/baseline data	NW	15	10	4	0	2	1		7
		Number of formal complaints upheld by Local Government & Social Care Ombudsman			0 upheld of 2 referred to LG&SCO	No complaints referred to LG&SCO	0 of 0	0 of 0	0 of 0	0 of 0		0 of 0
36		Spend per visitor in National Park Visitor Centres	£2.00	AS	Data not available	Data not available	£1.24	£1.24	£1.53	£1.02		£1.26
37		Percentage of income derived from sources other than National Park Grant	45%	AS	37.14%	40%	Reported annually					44%
38	CD 3	Percentage change in carbon dioxide equivalent emissions from DNPA operations	0% - target being reviewed as part of Climate Action Plan	JM	Data not available	net emissions 609 tCO2e (new baseline)	Data under review	Data under review	Data under review	Data under review	2024/25 footprint will be produced in June.	
39		Percentage of Membership attending Authority meetings	85%	PB	84%	83%	78%	79%	81%	76%		77%
40		Number of parish meetings attended by Members	30	PB	Data not available	80	+	18	30	21		91
41		Number of parish meetings attended by Rangers and other officers	53	PB	Data not available	28	8	2	3	4		17

Family Performance Indicators

DNPA Performance Indicators 2025/26

DNPA Ref		Spatial Planning	Target
02	DC 1	Percentage of major applications determined within 13 weeks	50%
03	DC 1	Percentage of minor applications determined within 8 weeks	65%
04	DC 1	Percentage of other applications determined within 8 weeks	85%
06		Percentage of pre-applications for minor and householder applications which have been concluded within 42 days	70%
07		Percentage of pre-applications for major applications which have been concluded within 56 days	70%
08		Percentage of applications validated within 5 working days	70%
09		Percentage of applications registered within 5 working days	70%
New		Number of live enforcement cases	No target - trend/baseline data
10		Number of enforcement cases received	No target - trend/baseline data
11		Number of legal notices issued (EN, LBEN, BoCN, s215, etc.)	No target - trend/baseline data
12		Number of enforcement cases closed	No target - trend/baseline data
New		Number of enforcement related applications received (retrospective)	No target - trend/baseline data
New		Number of appeals received (planning & enforcement)	No target - trend/baseline data
13		Percentage of appeals allowed	30%
14		Number of affordable housing units approved	65
Ref		Conservation & Communities	
15	RM 1	Percentage of public rights of way network that is easy to use	90%
16		Total number of unresolved maintenance issues on the public rights of way network	Reduce by 10% per annum
17		Number of maintenance issues resolved by the Authority on the public rights of way network	600
18		User behaviour engagements	80%
19		Erosion monitor: Number of known erosion sites and percentage of known erosion sites stable or improving	No target - methodology being developed in 2025/26
20		Number of visitors to the National Park Visitor Centres	125000 [170,000]
21		Number of engagement events delivered on Dartmoor and number of attendees	150 events/10,000 attendees
22		Number of engagement events attended/delivered beyond the National Park and number of attendees	
23		Percentage of engagement events attended/delivered on and off Dartmoor, reaching attendees on Index of Multiple Deprivation scale 1-3	10%
24		Number of followers on social media	110,000
25		Number of subscribers to e-communications	5,000
26		Percentage of e-communications opened by subscribers	48%
27		Number of total users to Authority website and page views	300,000 total users 500,000 page views
28		Proportion of Farming in Protected Landscapes budget committed and spent	100%
Ref		Corporate Services	
29		Employee sickness absence	6 days per FTE 3 days (excluding long-term) [7 and 4 days]
30		Employee turnover	10%
31		Employee appraisals	95% [90%]
32	RM 3	Total number of volunteer days organised or supported by the Authority	4000 [3,500]
33	RM 3	Value of volunteer days organised or supported by the Authority	£400,000 [£300,000]
34	RM 3	No. of volunteer days attended by under-represented groups	400 [£400]
35		No. of formal complaints received and number of formal complaints upheld by Local Government & Social Care Ombudsman	No target - trend/baseline data
36		Spend per visitor in National Park Visitor Centres	£2.00
37		Percentage of income derived from sources other than National Park Grant	50% [45%]
38	CD 3	Percentage change in carbon dioxide equivalent emissions from DNPA operations	0% - target being reviewed as part of Climate Action Plan
39		Percentage of Membership attending Authority meetings	85%
40		Number of parish meetings attended by Members	30
41		Number of parish meetings attended by Rangers and other officers	53



“Through the way we work and behave, all our people and working partners will be protected from risks of occupational injury or ill health.”

PART I

Our Health and Safety Policy: Statement of intent

It is our intent to demonstrate an ongoing and determined commitment to improving health and safety at work throughout our organisation.

We will ensure the health and safety at work of all our people and any other people who may be affected by our work activities. We will comply with the requirements of health and safety legislation.

We will aim for excellence in health and safety by adopting good practice for National Park Authorities (NPAs), meeting or exceeding the guidance of the Health and Safety Executive and other regulatory bodies.

This policy reflects our commitment to ensuring that health and safety at work is paramount to our purpose, and that effective health and safety actively contributes to our success.

1. AWARENESS: “All our people and the people we work with, have an awareness and understanding of health and safety hazards and risks that affect our business.”

1.1 Health and Safety Policy statement.

Adequate resources will be provided to ensure all our people, contractors and working partners are aware of this policy and committed to its effective implementation.

1.2 Communication and consultation.

There will be active open communication and consultation between all our people, contractors and working partners. Health and safety will be integrated into our communications, wherever appropriate.

1.3 Management roles and responsibilities.

Roles and responsibilities for health and safety will be defined, as necessary, within job descriptions and routinely included in work programmes. Management will ensure that:

Health & Safety Policy 2025

- adequate resources are provided for health and safety;
- health and safety is adequately assessed, controlled and monitored; and
- our people are actively involved on matters that affect health and safety.

1.4 Hazard identification.

We will identify our workplace health and safety hazards. We will inform our people, contractors and working partners, as appropriate, of these workplace hazards.

We will require, as far as is practicable, our contractors and working partners to identify any health and safety hazards they create or control, that may impact on our work activities.

2. COMPETENCE: “All our people and working partners have the competence to undertake their work with minimum risks to health and safety.”

2.1 Health and safety training.

All our people will be adequately instructed and trained on the health and safety issues that affect them, and the safe working practices that should be followed.

We will ensure the health and safety competence of our contractors and working partners.

2.2 Behaviour and culture.

The Leadership Team (LT) will demonstrate leadership in health and safety, ensuring that health and safety issues are identified, assessed and managed. Systems will be in place and people will be empowered to raise health and safety concerns with all levels of management. Where it is identified that a serious health and safety matter has not been adequately dealt with, these matters may be ‘escalated’ for LT intervention.

2.3 Risk assessment and management.

We will assess the risks associated with health and safety hazards in the workplace. All our people will be informed of the health and safety hazards and risks that affect their work. We will take action to prevent, reduce or control risks to an acceptable level and reduce the potential for incidents and accidents. We will require our contractors and working partners to identify health and safety risks that may impact on our work activities.

3. COMPLIANCE: “Our work activities achieve compliance with legislation, and our people are empowered to take action to minimise health and safety risks.”

3.1 Incident investigation.

We will report and investigate accidents, incidents and near misses to drive improvement in our health and safety management. Any lessons learned from such events will be used to take corrective action to prevent recurrences.

Health & Safety Policy 2025

3.2 Measuring performance.

We will actively and openly, review and report on our health and safety performance and action plans will be developed to support improved performance where identified.

3.3 Health and safety management system.

We will implement management systems to ensure we:

- comply with health and safety legislation; and
- continually improve our health and safety performance.

3.4 Contractor improvement.

We will engage and collaborate with our contractors to ensure their:

- health and safety capability and competence fulfil our expectations;
- health and safety performance is monitored and reviewed; and
- work activities have minimal health and safety impacts on our activities.

4. EXCELLENCE: “The NPA is recognised for excellence in the way it manages health and safety.”

4.1 Developing innovative practices.

We will support the development of health and safety good practice working alongside other NPAs.

4.2 Influencing working partners.

We will, wherever practicable, only work with others who are willing to meet and achieve our health and safety expectations. We will engage and influence working partners to drive improvements in health and safety.

4.3 Work-related health.

We will assess our occupational health risks. All our people will be informed of the occupational health risks that affect their work. We will take action to prevent, reduce or control occupational health risks to an acceptable level and reduce the potential for ill health, including assessing all our people's fitness for work. Health surveillance will be conducted, as necessary.

PART II

5. Delivering our policy

Our policy will be delivered by:

- generating a culture that does not tolerate threats to health and safety
- ensuring the real involvement of all our people, contractors and working partners
- all Directorates, Services and Teams implementing management systems and processes that fully explain how this policy will be delivered in the workplace

5.1 Organisation and arrangements for implementing the Authority's Health and Safety Policy

Roles and responsibilities for Authority Members, all tiers of management, those with special responsibilities for occupational health and safety and for all staff are clearly stated in job descriptions.

5.1.1 Authority Members

Authority Members have a duty to ensure that health and safety is effectively managed through the organisation. Having delegated authority to deal with health and safety matters to the Leadership Team and Heads of Services/Team Managers, Members ensure that there are in place comprehensive corporate health and safety arrangements through the scrutiny of reports at the Audit & Governance Committee.

5.1.2 Chief Executive Officer and the Leadership Team

The Chief Executive Officer (CEO) is responsible for providing leadership to LT. LT is responsible for setting the strategic direction of health and safety management, ensuring delivery and for monitoring and reviewing health and safety performance. LT shall receive an annual report on safety performance from the Health & Safety Adviser (currently provided by Teignbridge District Council) and conduct an annual review of this Policy.

5.1.3 Leadership Team shall:

- (a) allocate appropriate resources to enable Heads of Services and Team Managers to discharge their health and safety responsibilities;
- (b) commission investigations in the cause of work-related accidents which involve a fatality, specified injury, occupational disease or dangerous occurrence, as defined in the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

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5.1.4 Head of Organisational Development

The Head of Organisational Development will act as LT lead on health and safety, including representation from and to the Health, Safety and Wellbeing Committee.

5.1.5 Heads of Service/Team Managers

Heads of Service shall be responsible for putting the Authority's policy arrangements into practical effect to properly manage workplace risks for their service(s). Though this may in practice be devolved to other staff and services, the responsibility will remain with the Head of Service.

Heads of Service/Team Managers are responsible for the day-to-day operational safety management of their team members and others working with or for them, for risks which they create or have control over. Key safety management tasks include:

- (a) ensuring that all employees (and particularly those engaged in high risk activities) are given sufficient information, appropriately supervised and/or trained and are suitably competent, for the tasks they are expected to undertake;
- (b) where necessary, the production, maintenance and use of suitable and sufficient risk assessments;
- (c) ensuring that all safeguards and safety procedures identified by risk assessments and by other relevant documents, such as manufacturers operating instructions, are properly used and followed;
- (d) ensuring that an incident report form is completed and received for any significant incident, including accidents, near-misses and incidents of violence;
- (e) consider, for all reported incidents received, whether any further action is necessary and for these incidents complete an incident investigation report. Completed reports are sent to a Director/Head of Service for comment;
- (f) ensuring appropriate arrangements are put in place for dealing with emergencies;
- (g) ensuring that work to be carried out by contractors is organised and managed so that risks to Authority staff, contractors and members of the public are reduced to the lowest practicable level.

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5.1.7 Employees and Authority Members

There is a general legal requirement for all those at work to work safely, so that neither they nor anyone else is put at risk. This means that:

- (a) employees and Members shall co-operate with managers so that the Authority is not prevented from carrying out its legal obligations;
- (b) all safeguards, safety procedures and other controls identified by risk assessments shall be complied with;
- (c) any accident, near-miss or violent incident shall be reported promptly to the appropriate line manager using an official accident report form.

5.1.8 Role of the Health & Safety Adviser

The Authority has a service level agreement with Teignbridge District Council that provides access to a professional strategic and operational health and safety service, including an appointed Health & Safety Adviser, who is responsible to the Head of Organisational Development. The role of the Health & Safety Adviser includes:

- a) the provision of competent advice in respect of Occupational Health and Safety (OHS) to the Authority, its officers and staff;
- b) carrying out premise and service OHS inspections and audits identifying any matters requiring attention, giving advice and assisting in the completion of those actions where appropriate;
- c) assisting line managers in the preparation and review of specific risk assessments, on request;
- d) supporting the provision of OHS training as necessary/appropriate;
- e) conducting incident/accident investigations as directed by the Authority and its officers.
- f) the introduction, maintenance and continuous development/improvement of suitable corporate systems and processes to ensure key statutory obligations are met in respect of OHS;
- g) the production of an annual OHS report providing evidence of the Authority meeting its statutory obligations, making continuous improvements in OHS management, identifying incidents and actions taken in the previous year and planning for further improvements.

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5.1.9 Role of Safety Representatives

Safety Representatives play a key role in promoting and supporting good health and safety management. Safety Representatives are all members of the Health, Safety & Wellbeing Committee and represent all areas of the Authority and its staff. The role of Health and Safety Representatives includes:

- a) participating as a member of the Health, Safety & Wellbeing Committee and attending meetings of the committee as required;
- b) promoting good health and safety practice;
- c) acting as a point of contact for all staff, volunteers and members for all matters concerning occupational health and safety;
- d) encouraging and monitoring incident and near-miss reporting and initiating further incident investigation, where necessary;
- e) monitoring and reporting on working practices to line managers in accordance with a forward work programme agreed by the Health, Safety & Wellbeing Committee;
- f) reporting all activity performed and findings to the Health, Safety & Wellbeing Committee.

PART III

6. Governance arrangements

6.1 A Health, Safety & Wellbeing Committee is constituted under the Safety Representatives and Safety Committees Regulations 1977. It comprises:

- Head of Organisational Development
- Head of Access, Recreation & Estates (Premises Lead)
- UNISON Accredited H&S Representative
- Health & Safety Adviser
- Staff representatives

The Committee, which has both consultative and performance management roles, shall routinely meet four times a year in January, April, July and October. At the April meeting the Committee will:

- (a) receive and review the Health and Safety Annual Report from the previous year. This report shall include performance information;
- (b) agree and set strategic objectives for the following year. This to include health and safety training and system developments including new documentation such as policies, procedures, codes of practice, briefing notes and other guidance;
- (c) consider any further safety matters raised by UNISON and staff.

At the October meeting the Committee will:

- (d) receive, review and agree the Health and Safety Policy to be implemented the following year;
- (e) receive an update on progress with meeting strategic objectives (see above);
- (f) consider any further safety matters raised by UNISON and staff.

The constitution of the Committee allows for the co-option of other members of staff and specialists as necessary.

The Committee may convene a meeting at any other time, as necessary, to be arranged by mutual consensus.

6.2 Leadership Team (LT) receives, reviews and approves the Annual Report and the Health and Safety Policy following the respective Health, Safety & Wellbeing Committee meetings for implementation the following year. LT also receives, reviews and approves health and safety good practice for NPAs and will consider adopting this as DNPA policy for dealing with particular safety matters in accordance with agreed strategic objectives. LT may also receive

Health & Safety Policy 2025

reports of safety matters escalated to executive level for action and incident investigations sponsored by its' members.

- 6.3 The Joint Staff Forum receives, for information, minutes of the Health, Safety and Wellbeing Committee.
- 6.4 The Audit and Governance Committee receives for approval the Annual Report on Occupational Safety and Health and any revised Health and Safety Policy for implementation. The Audit and Governance Committee receives such reports on behalf of the Authority.

Signed on behalf of Dartmoor National Park Authority

SIGNED & DATED 18/02/2025 - COPY ON DNPA WEBSITE

..... Date:.....

Chief Executive (National Park Officer)

Signed on behalf of DNPA UNISON

SIGNED & DATED 17/02/2025 - COPY ON DNPA WEBSITE

..... Date:.....

Link to Health & Safety Policy on DNPA website:

[How we make decisions | Dartmoor](#)

21 May 2025

By email

Dr Bishop
Chief Executive & NPO
Dartmoor National Park Authority

Dear Dr Bishop

Annual Review letter 2024-25

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2025. The information offers valuable insight about your organisation's approach to complaints, and I know you will consider it as part of your corporate governance processes. We have listened to your feedback, and I am pleased to be able to share your annual statistics earlier in the year to better fit with local reporting cycles. I hope this proves helpful to you.

In a change to our approach, we will write to organisations in July where there is exceptional practice or where we have concerns about an organisation's complaint handling. Not all organisations will get a letter. If you do receive a letter it will be sent in advance of its publication on our website on 16 July 2025, alongside our annual Review of Local Government Complaints.

Complaint statistics

[Our statistics](#) focus on three key areas that help to assess your organisation's commitment to putting things right when they go wrong. To provide context for these statistics we provide the total number of decisions we made about your authority during the year, the number of complaints that were not for us or not ready for us, the number of complaints we assessed and closed and the number of complaints we investigated.

Complaints upheld - We uphold complaints when we find fault in an organisation's actions, including where the organisation accepted fault before we investigated.

Satisfactory remedy provided by the organisation - In these cases, the organisation upheld the complaint and we agreed with how it offered to put things right.

Compliance with recommendations - We recommend ways for organisations to put things right when faults have caused injustice and monitor their compliance with our recommendations. Failure to comply is rare and a compliance rate below 100% is a cause for concern.


Supporting complaint and service improvement

In February we published [good practice guides](#) to support councils to adopt our [Complaint Handling Code](#). The guides were developed in consultation with councils that have been piloting the Code and are based on the real-life, front-line experience of people handling complaints day-to-day, including their experience of reporting to senior leaders and elected members; I hope they will be helpful for your organisation. The guides were issued alongside free [training resources](#) councils and other local authority bodies can use to make sure front-line staff understand what to do when someone raises a complaint. We will be applying the Code in our casework about councils from April 2026 and we know a large number have already adopted it into their local policies with positive results.

The Code is good practice for all organisations we investigate (except where there are statutory complaint handling processes in place), and we may decide to issue it as guidance to other organisations, such as yours, in future.

This year we relaunched our popular [complaint handling training](#) programme. The training is now more interactive than ever, providing delegates with an opportunity to consider a complaint from receipt to resolution. Early feedback has been extremely positive with delegates reporting an increase in confidence in handling complaints after completing the training. To find out more contact training@lgo.org.uk.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Amerdeep Somal', followed by a horizontal line.

Amerdeep Somal
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Complaint overview
Between 1 April 2024 and 31 March 2025, we dealt with 0 complaints.
Complaints upheld
The Ombudsman carried out no investigations in this period
Satisfactory remedies provided by the organisation
The Ombudsman did not uphold any complaints in this period
Compliance with Ombudsman recommendations
No recommendations were due for compliance in this period



NPA/AG/25/008

Dartmoor National Park Authority Audit and Governance Committee

30 May 2025

Strategic Risk Register

Report of the Head of Organisational Development

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

1 Background

- 1.1 The Strategic Risk Register forms part of the Authority's overall risk management strategy.
- 1.2 The purpose of risk management is to increase the likelihood that the Authority will achieve its key objectives, as set out in the Business Plan, whilst avoiding financial loss, damage to service reputation, or prejudice to continued effective service provision. This involves systematically:
 - identifying risks
 - evaluating exposure to the risks identified
 - assessing the control measures in place to deal with the risks; and
 - managing those risks in a planned way
- 1.3 Risk management has the following aims:
 - protect service delivery and its quality
 - protect the reputation and image of the organisation
 - ensure the security of the organisation
 - secure earning capacity and funding
 - secure the wellbeing of employees and service users
 - ensure the integrity and resilience of information systems
 - ensure probity and ethical conduct
 - avoid criminal prosecution and civil litigation
 - avoid financial loss, fraud, or corruption
 - inform and enhance performance management

2 Strategic Risk Register

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

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

3 Risk Identification & Evaluation

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

3.2 The risk management process requires us to:

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

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

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

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

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

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

- 3.6 Members are invited to discuss and approve the register, subject to any amendments Members may wish to make.
- 3.7 The Strategic Risk Register is normally reported to the Audit & Governance Committee in May and November each year.

4 Equality and Sustainability Impact

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

5 Financial Implications

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

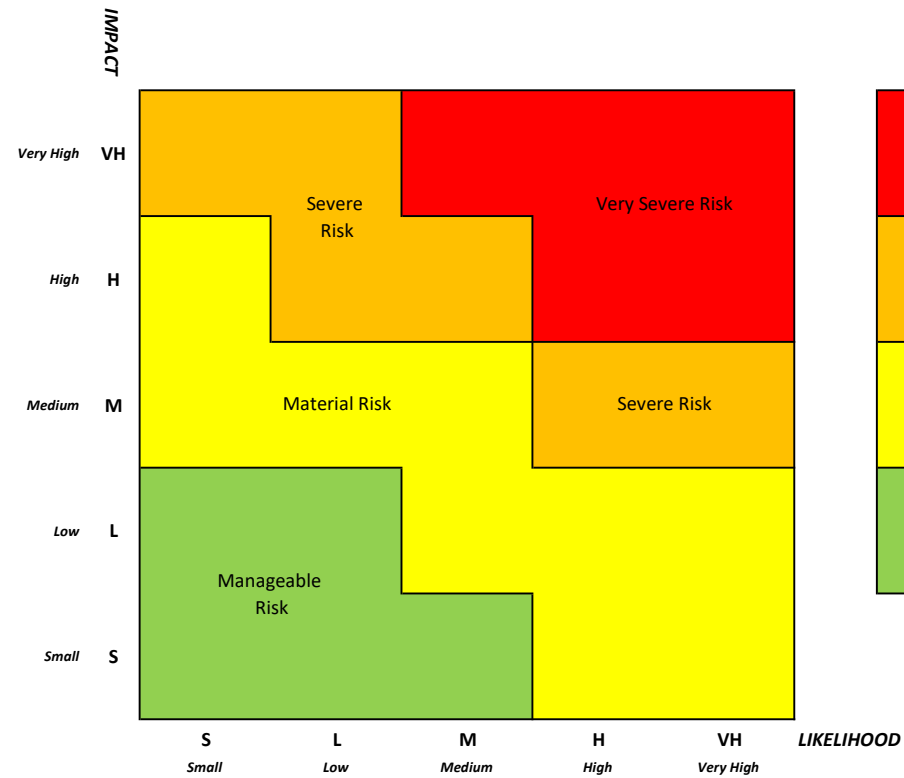
6 Recommendation

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

NEIL WHITE

RISK DESCRIPTION :		RESIDUAL RISK RATING :	
Performance :			LT Lead
P1	Ineffective internal communication	Manageable Risk	NW
P2	Inadequate external communication and community engagement	Manageable Risk	RD
P3	Inadequate Information Management and Information Technology System failure. Inadequate Business Continuity Planning.	Material Risk	AS
P4	Inadequate focus on Performance Management (including customer service)	Manageable Risk	NW
P5	Lack of support and resources from partners/stakeholders to deliver on the actions in the Partnership Plan	Material Risk	KB
P6	Failure to determine major planning applications within the set Government target of 13 weeks	Manageable Risk	DK
Strategy :			
S1	Failure to implement a robust culture of risk assessment and risk management.	Manageable Risk	NW
S2	Emergencies affecting land or buildings owned or leased by DNPA or operational activity	Manageable Risk	AS
S3	Managing officer workload. Our challenge will always be to ensure we set realistic work programmes but also improve organisational 'productivity'	Material Risk	NW
S4	Workforce planning/resilience: limited capacity to cover for absences of key posts. Difficulty to recruit to certain posts. The risk derives primarily from the lack of core funding and the inherent problem of retaining staff on fixed term contracts	Severe Risk	KB
S5	Farming in Protected Landscapes (FiPL): risks associated with Authority's decision to participate in FiPL programme	Material Risk	RD
S6	Review of byelaws with respect to access land in Dartmoor National Park	Material Risk	RD
S7	Natural Flood Management	Material Risk	RD
S8	Dartmoor Foundation	Material Risk	KB
Finance :			
F1	Potential for reductions in National Park Grant (NPG) and / or changes in Defra's requirements via the National Parks Financial Grant Agreement)	Severe Risk	KB
F2	Inadequate financial management	Manageable Risk	AS
F3	Appeals, Public Enquiries and enforcement action could expose the Authority to considerable financial risks and create poor PR	Manageable Risk	DK
Governance :			
G1	Fraud & Corruption	Manageable Risk	AS
G2	Inadequate procurement practice	Manageable Risk	AS
G3	Inadequate management (and success) of partnerships and projects	Manageable Risk	RD
G4	Inadequate decision-making process; inadequately documented decision-making process	Manageable Risk	NW
G5	Changes in legislation/failure to implement new legislation or policy	Manageable Risk	KB

[Go to KEY](#)



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

IMPACT	
Small	Minimal loss, delay, inconvenience, or interruption. Easily and quickly resolved
Low	Minor loss, delay, inconvenience, or interruption. Short to medium term effect
Medium	Significant waste of time and resources. Impact on operational efficiency, output, and quality. Medium term effect which may be expensive to recover
High	Major impact on costs and objectives. Serious impact on output and/or quality and reputation. Medium to long-term effect and expensive to recover.
Very High	Critical impact on the achievement of objectives and overall performance. Huge impact on costs and/or reputation. Very difficult and possibly long-term to recover
LIKELIHOOD	
Small	extremely unlikely to occur
Low	unlikely but not impossible to occur
Medium	fairly likely to occur
High	more likely to occur than not
Very High	almost certain to occur

P1 : INEFFECTIVE INTERNAL COMMUNICATION

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

ADDITIONAL CONTROL MEASURES PLANNED :

Organisational Development Strategy "Developing Team Dartmoor" [to be reviewed in 2025/26] has a specific focus on improving internal communication and employee engagement. Staff survey undertaken every two years with focus on employee engagement (last completed December 2023). Effective staff induction process in place. Communication methods constantly reviewed and mixture of written, online and face to face utilised. Second staff conference (Members invited) held in 2024 to provide opportunity to reflect on achievements and share future plans so that staff are better informed and we support the 'Team Dartmoor' ethos.

RESOURCES REQUIRED :

Staff & Member time is needed to participate fully.

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

OUTCOME :

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

P2 : Inadequate external communication and community engagement

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

ADDITIONAL CONTROL MEASURES PLANNED :

Communications and community engagement are priorities for the Authority. There is a communications forward plan to develop proactive comms and to manage reputational issues, alongside outreach and community engagement that helps reach our target audiences.

Increased presence at Parish meetings and local special interest groups. Need to consider process for briefing in advance of the meetings and how we feedback after the meetings. Content is supplied to Members to share with parish/community magazines/newsletters.

Regular news releases, columns in local publications and social media posts. Monitoring of reach and engagement with social media, along with comments and feedback. Quarterly newsletter Moor Life to improve awareness and understanding of our work.

We are continuing to use a mix of digital and 'real world' communication to engage and inform.

RESOURCES REQUIRED :

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

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

OUTCOME :

A greater understanding of what DNPA does in relation to Dartmoor the place, so people value and support the work we do

A good reputation as an organisation that listens and understands

Excellent relationships with our communities and stakeholders

Promoting understanding and enjoyment of Dartmoor's special qualities

Ensure staff can contribute and feel valued

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

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

ADDITIONAL CONTROL MEASURES PLANNED :

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

RESOURCES REQUIRED :

Staff Time / Funds for new ICT hardware and software

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

OUTCOME :

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

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

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

ADDITIONAL CONTROL MEASURES PLANNED :

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

RESOURCES REQUIRED :

Staff time

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

OUTCOME :

Good performing organisation, with evidence of continuous improvement

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

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

ADDITIONAL CONTROL MEASURES PLANNED :

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

RESOURCES REQUIRED :

Land Use Management Group would need additional resource from Defra

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

OUTCOME :

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

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

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

ADDITIONAL CONTROL MEASURES PLANNED :

Introduction of new Senior Planning Officer position has provided opportunities for progression, aid retention.
Invest in development of Development Management team and support for Planning Administration team.
Engage effective agency planning officers to support team, subject to budget
Service level agreement for provision of legal services in place. Internal review of planning IT system along with wider review of DM service through 2025 to consider options for improvement and efficiency's.

RESOURCES REQUIRED :

Staff time

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

OUTCOME :

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

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

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

ADDITIONAL CONTROL MEASURES PLANNED :

RESOURCES REQUIRED :

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

OUTCOME :

Risk based approach embedded in culture of the organisation.

All risks effectively managed.

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S2 : EMERGENCIES AFFECTING LAND OR BUILDINGS OWNED OR LEASED BY DNPA OR OPERATIONAL ACTIVITY

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

ADDITIONAL CONTROL MEASURES PLANNED :

This is a risk which is difficult to control, but is considered relatively low risk.

RESOURCES REQUIRED :

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

OUTCOME :

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

S3 : MANAGING OFFICER WORKLOAD.

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

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

ADDITIONAL CONTROL MEASURES PLANNED :

Internal Leadership Development Programme being developed (summer 2025); National Park Mentoring Programme to be introduced (25/26) subject to commitment from NP family.

RESOURCES REQUIRED :

Staff time and resources to deliver an effective programme

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

OUTCOME :

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

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

ADDITIONAL CONTROL MEASURES PLANNED :

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

RESOURCES REQUIRED :

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

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

OUTCOME :

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

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

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

ADDITIONAL CONTROL MEASURES PLANNED :

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

RESOURCES REQUIRED :

Staff time and financial resources

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

OUTCOME :

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

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

[NB. key risks and full detail of mitigation measures are set out in Authority report dated 9 July 2021](#)

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

ADDITIONAL CONTROL MEASURES PLANNED :

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

RESOURCES REQUIRED :

Officer time and support from legal advisers

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

OUTCOME :

Revised byelaws are proportionate and deliver against objectives.
 Appropriate staff resources and communications used to promote the updated byelaws

S7 : NATURAL FLOOD MANAGEMENT

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD	IMPACT	RESIDUAL RISK RATING
RD	EA have confirmed their Business Case through to 2033 but there will need to be annual agreement on budget and allocation of resources which could lead to : Failure to meet Partnership Plan objectives. Reputational damage if capital projects not delivered or not delivered on time. Potential impact on staff retention and recruitment. Failure of partnership arrangement. Financial concern if lack of match funding available for National Lottery funding programmes.	Clear terms of reference, agreed objectives and outcomes, roles, responsibilities, and exit strategies with regular review. Consistent internal and external communications Regular 1:1s and appraisals with staff and also updates from partners. Regular meetings between senior managers from both organisations.	Medium	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Scheduled meetings and clear timeline with milestones for delivery; if DNPA do not deliver then another partner would likely deliver and hence act as match funding for DDL

RESOURCES REQUIRED :

Senior staff time to monitor progress; communication strategy

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

OUTCOME :

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

S8 : DARTMOOR FOUNDATION					
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD	IMPACT	RESIDUAL RISK RATING
KB	Financial and audit risks. Fundraising targets not met. Foundation diverges from objective to support National Park purposes. Lack of professional and business capacity for the Foundation.	Professional advice procured to establish legal framework and stakeholder engagement. Trustees appointed and meetings have taken place to establish close working relationship with shared ideas and priorities. Clear financial and performance management framework with transparent grant application and approval process for applicants being developed. Active management of the trustees by the Chair of the Foundation and regular communication between the Chair of the Foundation and senior officers/members of the Authority. Ensure that initial fundraising helps raise revenue for the Foundation's ongoing 'organisation costs' as well as projects. Foster a close, on-going relationship with Authority officers to support joint communication and engagement. Ensure that the Foundation provides regular feedback to the Members of the Authority	Medium	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Chief Executive now in post. Charity Commission registration completed. Working name for the Foundation will be Dartmoor Futures to reflect its focus on the future. Trustees have identified three themes: Nature, Place and People. Discussions have taken place with National Lottery Heritage Fund about potential small grant application before end of 2025 focused on young people.

RESOURCES REQUIRED :

Foundation will need to focus on fundraising for its own core costs as well as project delivery

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

OUTCOME :

A successful Foundation that supports delivery of National Park purposes and the Dartmoor Partnership Plan and is seen, overtime, as a key delivery agent for funding and projects that enhance the National Park and its communities

F1 : Potential for reductions in National Park Grant (NPG) and / or changes in Defra's requirements via the National Parks Financial Grant Agreement)					
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
KB	<p>Insufficient funds to meet statutory requirements and delivery of National Park Purposes.</p> <p>Failure to meet Performance Targets</p> <p>A new National Parks Financial Grant Agreement has been put in place by Defra for all NPAs; the addition of a new clause allowing Defra to alter its requirements (of NPAs) may risk the Authority's ability to exercise complete independence and fulfil its business plan objectives</p>	<p>The Authority completed a Business Review during 2022/23 to reduce costs/increase income. Proposal to establish a charitable trust as a vehicle for income generation in support of National Park purposes (see S8)</p> <p>Robust level of Reserve Balances maintained.</p> <p>Strong budget management and procurement performance and evidence of using resources efficiently and effectively . The Authority has secured additional one-off payments from Defra in 2022 and for 2024/25. These have helped address the short-term funding issues but do not assist with medium-term financial planning.</p>	Very High	High	Very Severe Risk

ADDITIONAL CONTROL MEASURES PLANNED :

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

RESOURCES REQUIRED :

Officer time

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

OUTCOME :

Focused organisation with resources targeted to agreed priorities

Acknowledgement from Defra that DNPA will remain reliant on public funding given limited opportunities to diversify income sources given the lack of 'assets' we own/lease

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F2 : INADEQUATE FINANCIAL MANAGEMENT

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

ADDITIONAL CONTROL MEASURES PLANNED :

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

RESOURCES REQUIRED :

Staff time and training resources

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

OUTCOME :

Financial outturn on target

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

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

ADDITIONAL CONTROL MEASURES PLANNED :

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

RESOURCES REQUIRED :

Staff time and financial resources

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

OUTCOME :

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

G1 : FRAUD AND CORRUPTION

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

ADDITIONAL CONTROL MEASURES PLANNED :

Risks monitored especially during financially difficult times

RESOURCES REQUIRED :

Staff time

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

OUTCOME :

Staff aware of risks and controls regarding fraud & corruption

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G2 : INADEQUATE PROCUREMENT PRACTICE

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

ADDITIONAL CONTROL MEASURES PLANNED :

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

RESOURCES REQUIRED :

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

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

OUTCOME :

All procurement undertaken within policies, procedures & legislation

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

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

ADDITIONAL CONTROL MEASURES PLANNED :

Ongoing monitoring of compliance with procedures and staff training.

RESOURCES REQUIRED :

Staff time and ongoing SLA with Devon legal

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

OUTCOME :

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

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

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

ADDITIONAL CONTROL MEASURES PLANNED :

Ongoing training for staff and Members
Review Standing Orders and Scheme of Delegation (August 2025)
Review how decisions are recorded in accordance with Openness of Local Government Regulations 2014
Adopt LG&SCO Complaints Handling Code in 2025/26 and apply to procedures from 1 April 2026.

RESOURCES REQUIRED :

Staff & member time and training resources

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

OUTCOME :

Low level of complaints, appeals & legal challenges

Go to KEY

[Go to DASHBOARD](#)

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

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

ADDITIONAL CONTROL MEASURES PLANNED :

Various legislation relating to planning to be monitored closely by Director of Spatial Planning and colleagues. New SLA with Tozers to provide legal advice which includes briefing on new legislation.

RESOURCES REQUIRED :

Staff time with a plethora of legislation and consultations being issued

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

OUTCOME :

Legally compliant with no challenges through Judicial Review