



NPA/AG/23/010

Dartmoor National Park Authority  
Audit & Governance Committee

3 November 2023

**Financial Management 1 April to 30 September 2023  
and Forecast of Financial Outturn 2023/24**

Report of the Head of Business Support

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

**1 Monitoring and Management of Revenue Budgets (April to September 2023)**

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

**2 Forecast Outturn Position as at the 30 September 2023**

- 2.1 The 2023/24 net budget was set at £3,927,147 (NPA/23/010) funded by National Park Grant (NPG) fees and charges and Earmarked Reserves. The Authority approved various transfers to reserves at the end of the 2022/23 financial year (NPA/AG/23/004) which are subsequently brought forward and allocated to the 2023/24 (in-year) budget so that projects can be completed.
- 2.2 Current projections, based on figures at the end of September (month 6) indicate that a deficit of £67,661 may arise. A Cost Centre summary can be found at Appendix 1

and a more detailed variance analysis against budget for each service area can be found at Appendix 2.

2.3 The Local Government Employers have proposed a pay increase of £1,925 up to scale point 43 and a 3.88% raise for all pay points above this pay scales but graded below deputy chief officer and all allowances. At the time of writing this report, we are awaiting the outcome of Union consideration of ballot results; Local Government Employers have indicated that this is a full and final settlement. We have factored this potential pay increase into our projected financial outlook, as this impact is slightly above the initially budgeted pay award assumption.

2.4 The main variations and movements in the management accounts are set out below:

Salaries – Currently showing a deficit of £95,829 is in relation to the pay award and staff recruitment. Albeit the Authority has experienced some staff turnover, which has produced some vacancy savings in particular service areas.

Travel and transport – Currently forecasting savings of circa £4,561. Most staff meetings with partners, other National Parks, conferences, and training are still predominately undertaken online.

Visitor Management – We anticipate that there will be an excess of approximately £30,300 in car parking revenue. The factors contributing to this increased income include the introduction of the traffic regulation order, a raise in car park fees (approved by members), and the convenience for the public to make payments via RINGO. However, it is important to note that the income generated has been partially offset by the necessity to acquire new parking meters, perform resurfacing work at Lydford car park, and invest in the infrastructure required for the installation of vehicle charging points.

Visitor Centres – The deficit observed at the visitor centre can be attributed to the staffing needs of the Princetown visitor centre. When the Medium-Term Financial Plan (MTFP) was initially established, the expectation was that this visitor centre would be shut down. However, thanks to the revenue generated in 22/23, the authority has been able to maintain the operations of the visitor centre. Princetown Visitor Centre's Ian Mercer room is still undergoing repair work, with delays due to investigation for water ingress issues, and more expenditure could be required during the remainder of the year.

Development Management – The anticipated budget shortfall is primarily a result of increased staffing expenses associated with an external agency providing planning services to meet the rising demand in this specific service sector. Additionally, there have been excess costs related to legal fees connected to appeals and subscription fees. The projected planning income is expected to fall short of the target budget by approximately £20,000. Given the demand-driven nature of this service, factors such as planning appraisals and public notices may undergo changes before the end of the year, and the inherently unpredictable nature of the planning process makes accurate forecasting difficult.

Forward planning and community – underspend forecasts are in relation to vacancy savings and the new homes bonus funding received from West Devon and South Hams District Councils. NB Teignbridge District Council have determined that they will not transfer new Homes Bonus monies attributable to the grant of planning permission for housing within the National Park area of the district.

Biodiversity and Land Management – An expected overspending is anticipated, primarily because of the recruitment of an extra ecologist to address the growing requirements for biodiversity monitoring on Dartmoor. During the budget setting process, an omission occurred, and the Common Cause budget was not included in the Medium-Term Financial Plan (MTFP). However, we can cover this from our reserves.

Corporate & Democratic Core – By the end of March, we are expected to achieve a treasury income of £85,694, surpassing the initial budget of £20,000. The income received for Donate for Dartmoor as of now stands at £7,780. The overspending in supplies and services can be attributed to the increase in audit expenses, which have been widely reported.

- 2.5 Within the budget the Authority set aside a **Project Fund** balance of £75,000. At the time of writing this report, the balance remaining in the Fund is £34,919. Full utilisation of the Fund is anticipated by year-end, although some balances may be carried forward as projects can span more than one financial year. Bids made to the Fund and approved by Leadership Team are set out in the following table:

<b>Project Fund 2023/24</b>	<b>£</b>
<b>Opening Balance</b>	<b>(75,000)</b>
Arcspeed app	4,891
Bittaford Access	275
SmallWorld Consulting	463
Support for Climate Action Plan	7,000
Visitor promotion	1,350
Sustainability leaflets	792
Laptop upgrade	2,539
Refurbished mobile phones for ranger service	3,825
Access Project - East Rook support	5,000
Radon work @ Princetown	8,086
Contribution to Moor Pine Marten	5,000
Foxit PDF editor suite	860
<b>Balance Remaining</b>	<b>(34,919)</b>

### 3 Capital Programme and Prudential Indicators

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

<b>Capital Scheme</b>	<b>2023/24 Budget £</b>	<b>2023/4 Forecast £</b>	<b>2024/5 Budget £</b>
Replacement Vehicles for CWT and Rangers	84,689	61,689	28,689
<b>Total</b>	<b>84,689</b>	<b>61,689</b>	<b>28,689</b>

<b>Funded From</b>	<b>£</b>	<b>£</b>	<b>£</b>
Capital receipts and Vehicle Reserve	(84,689)	(61,689)	(28,689)
<b>Total</b>	<b>(84,689)</b>	<b>(61,689)</b>	<b>(28,589)</b>

- 3.2 The procurement to replace the Conservation Works Team (CWT) vehicle has been reviewed and the decision has been made to lease rather than purchase a vehicle.

The ranger's vehicle replacements are on track and should be sourced before the end of the financial year.

#### 4 Treasury Management Stewardship – mid year performance

- 4.1 In December 2021, the Chartered Institute of Public Finance and Accountancy (CIPFA) published a revised Code of Practice for Treasury Management and a revised Prudential Code. In compliance with the code, the Authority approves a Treasury Management Policy & Investment Strategy annually (NPA/23/011). This sets out the detail on how the function is to be carried out, and delegates overall management of it to the Chief Finance Officer.
- 4.2 The Authority seeks to operate its accounts in credit, and any short-term surplus funds are deposited with in our bank accounts or the Barclays Treasury Deposit Account. Various forecasts have to be made about the likely interest rate movements and cash flow variations and an estimate of likely income from investment receipts are included in each year's Revenue Budget.
- 4.3 The following table shows the outturn position for the previous six financial years, the current position and a forecast outturn for 2023/24

<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Outturn</b>	<b>Outturn</b>	<b>Outturn</b>	<b>Outturn</b>	<b>Outturn</b>	<b>Outturn</b>	<b>Forecast</b>
£10,616	£23,505	£23,726	£5,488	£386	£24,157	*£85,694

\* Budget £20,000

#### 5 Reserves

- 5.1 The level of the Authority's reserve balances is determined in part by our on-going work programmes and projects, see Appendix 3; and by using a risk-based analysis and methodology as set out at Appendix 4. Reserve funding is allocated or matched with expenditure according to project / programme requirements, but it should be noted that some projects straddle more than one financial year, or are dependent on partnerships, where timing of spend is uncertain. Therefore, forecasting beyond the current year is subject to considerable change.
- 5.2 The following table, based on the current financial position, sets out what the earmarked reserves are likely to be as at 31 March 2024 (with a 2022/23 comparator). It should be noted that grants and contributions received in 2023/24 and not spent, are carried forward via reserves as committed expenditure and therefore cannot be used for any other purposes (than for that given). The majority of our reserve balances are held to fund specific projects, including partnerships and capital spending; or have been set up to mitigate against financial risk, for example loss of income, cuts in DEFRA funding or other externally imposed regulatory requirements e.g., changes in pay, terms and conditions.

<b>Actual 2022/23</b>	<b>Earmarked Reserves</b>	<b>Forecast 2023/24</b>
<b>£</b>		<b>£</b>
<b>(2,537,742)</b>	<b>Opening Balance</b>	<b>(3,091,050)</b>
252,227	Use of reserves in year (appendix 3)	446,787

(805,535)	Contributions to reserves / carry forwards*	(70,000)
<b>(3,091,050)</b>	<b>Closing Balance (forecast)</b>	<b>(2,714,263)</b>

<b>(500,000)</b>	<b>General unallocated Reserve</b>	<b>(500,000)</b>
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\* Grants and contributions received from partners that are ring-fenced for specific projects i.e., committed expenditure

5.3 Reserve balances are closely monitored during the year and as we have now started the process of building the 2024/25 Budget and the Medium-Term Financial Plan (up to 2027) the balances are likely to change. Members will note that the current forecast for total reserve balances are anticipated to fall to circa £2.7m by the end of 2026, reflecting the fact that reserve balances are “working balances” and not just used to “save up funds” without proper purpose.

## 6 Sustainability and Equality Impact

6.1 Consideration is always given, when deciding which areas of expenditure should be supported, of the impact on under-represented groups, and the need to promote equal opportunities both as an employer and in respect of the services provided.

## 7 Conclusions

7.1 The projected outturn deficit of £67,662 reflects a 1.69% variance from the revised budget. We anticipate that this figure will change before the year-end as a result of a number of factors, many of which are beyond the Authority’s direct control (e.g. weather impacting on project delivery; staff turnover; inflation). The Authority has a strong track record of achieving in-year savings, and our reserves are in a healthy state. As discussed with Members, the Authority is using the surplus in 2022/23 provided for by the one-off additional grant paid by Defra in March 2023 to balance the 2023/24 and 2024/25 revenue budget. This is not a sustainable model it provides a short-term sticking plaster; the longer-term solution is an increase in core funding from Defra and/or new income streams.

7.2 The current year’s projected outturn will be robustly monitored and challenged over the remaining seven months to ensure that the Authority’s aims, objectives and outcomes are achieved. Members will receive the month 9 budget management report at the A&G meeting in February, and this will provide a more accurate year-end financial forecast. Members will be notified at the earliest opportunity, if any new budget pressures or significant variation are likely to occur. Action to fundamentally realign the budget is not recommended at this time.

ANGELA STIRLAND

### Background Papers

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

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

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

Attachments – Appendix 1 - Revenue Budget Monitoring Report Summary  
Appendix 2 - Month 6 Variance Analysis  
Appendix 3 - General and Earmarked Reserve Balances  
Appendix 4 - Reserves: Risk Based Analysis

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Functional Strategy	Original Budget 2023/24 £	Budget Variation 2023/24 £	Revised Budget 2023/24 £	Actual & Committed Month 6 £	Budget Remaining 2023/24 £	Projected Outturn 2023/24 £	Year End Deficit/ (Surplus) £
Biodiversity	140,032	31,043	171,075	54,543	(116,532)	182,076	11,001
Land Management	36,762	0	36,762	31,796	(4,966)	43,456	6,694
ELMS	0	0	0	(15,266)	(15,266)	0	0
Farming in protected Landscapes	0	0	0	(191,722)	(191,722)	0	0
Green Recovery Challenge Fund	0	0	0	(4,218)	(4,218)	0	0
Woodlands	6,500	0	6,500	12,001	5,501	24,168	17,668
Headwaters project	26,850	0	26,850	99,790	72,940	26,850	0
Dartmoor Landscape Partnership	0	0	0	11,184	11,184	0	0
Peatlands Project	0	0	0	107,065	107,065	0	0
Partnership (Electric Vehicle Money)	0	0	0	(31,824)	(31,824)	0	0
Naturally Environment	0	0	0	0	0	0	0
Facilitation Fund	0	0	0	0	0	0	0
Hill Farm Project	14,646	0	14,646	70,092	55,446	43,319	28,673
<b>Natural Environment</b>	<b>224,790</b>	<b>31,043</b>	<b>255,833</b>	<b>143,441</b>	<b>(112,392)</b>	<b>319,869</b>	<b>64,036</b>
Archaeology	124,223	0	124,223	75,944	(48,279)	126,778	2,555
Built Environment	47,262	0	47,262	23,259	(24,003)	48,248	986
Higher Uppacott	18,614	0	18,614	10,201	(8,413)	14,561	(4,053)
<b>Cultural Heritage</b>	<b>190,099</b>	<b>0</b>	<b>190,099</b>	<b>109,404</b>	<b>(80,695)</b>	<b>189,587</b>	<b>(512)</b>
Visitor Management	60,631	720	61,351	(14,398)	(75,749)	38,790	(22,561)
Access	121,412	5,275	126,687	58,151	(68,536)	125,969	(718)
Public Rights of Way	112,586	0	112,586	54,632	(57,954)	120,822	8,236
Sustainable Transport & Tourism	4,400	0	4,400	1,950	(2,450)	4,400	0
<b>Recreation Management, Traffic &amp; Transport</b>	<b>299,029</b>	<b>5,995</b>	<b>305,024</b>	<b>100,335</b>	<b>(204,689)</b>	<b>289,981</b>	<b>(15,043)</b>
Visitor Centres	216,190	2,098	218,288	161,524	(56,764)	256,934	38,646
Retail	(36,543)	1,350	(35,193)	30,396	65,589	(34,642)	551
Communications	191,413	2,539	193,952	111,786	(82,166)	189,465	(4,487)
Education	134,735	0	134,735	67,208	(67,527)	137,097	2,362
<b>Education, Information &amp; Communication</b>	<b>505,795</b>	<b>5,987</b>	<b>511,782</b>	<b>370,914</b>	<b>(140,868)</b>	<b>548,854</b>	<b>37,072</b>
Rangers	464,519	8,716	473,235	261,851	(211,384)	519,606	46,371
Conservation & Access Volunteers	0	0	0	0	0	0	0
Conservation Works Service	156,656	0	156,656	70,016	(86,640)	157,825	1,169
<b>Rangers, Estates &amp; Volunteers</b>	<b>621,175</b>	<b>8,716</b>	<b>629,891</b>	<b>331,867</b>	<b>(298,024)</b>	<b>677,431</b>	<b>47,540</b>
<b>Development Management</b>	<b>434,186</b>	<b>860</b>	<b>435,046</b>	<b>302,830</b>	<b>(132,216)</b>	<b>537,686</b>	<b>102,640</b>
<b>Forward Planning &amp; Community</b>	<b>187,240</b>	<b>12,192</b>	<b>199,432</b>	<b>23,178</b>	<b>(176,254)</b>	<b>78,128</b>	<b>(121,304)</b>
<b>Corporate and Democratic Core</b>	<b>355,190</b>	<b>0</b>	<b>355,190</b>	<b>132,292</b>	<b>(222,898)</b>	<b>289,627</b>	<b>(65,563)</b>
Information Technology	212,696	0	212,696	114,221	(98,475)	216,999	4,303
Corporate Operating Costs	139,366	0	139,366	44,553	(94,813)	135,814	(3,552)
Administration and Finance	200,152	0	200,152	91,150	(109,002)	206,387	6,235
Legal & Democratic Services	75,000	0	75,000	0	(75,000)	75,000	0
Human Resources	194,084	463	194,547	112,573	(81,974)	196,775	2,228
Office Accommodation (Parke)	150,426	0	150,426	67,427	(82,999)	151,197	771
Office Accommodation (Princetown)	62,919	41,468	104,387	58,972	(45,415)	113,197	8,810
<b>Corporate Services</b>	<b>1,034,643</b>	<b>41,931</b>	<b>1,076,574</b>	<b>488,896</b>	<b>(587,678)</b>	<b>1,095,369</b>	<b>18,795</b>
Project Fund	75,000	(40,081)	34,919	0	(34,919)	34,919	0
<b>Total Net Expenditure</b>	<b>3,927,147</b>	<b>66,643</b>	<b>3,993,790</b>	<b>2,003,157</b>	<b>(1,990,633)</b>	<b>4,061,451</b>	<b>67,661</b>

Funded By:	£			£	£	£	£
National Park Grant	(3,825,865)		(3,825,865)	(1,912,933)	1,912,932	(3,825,865)	0
From Reserves per Budget	(101,282)		(101,282)		101,282	(101,282)	0
Other Reserve Movements:	0	(10,000)	(10,000)	0	10,000	(10,000)	0
B/Fwd orders and commitments		(56,643)	(56,643)	0	56,643	(56,643)	0
Grants and Contributions to allocate at year end						0	0
Carry forwards at Year end				0	0	0	0
<b>Total</b>	<b>(3,927,147)</b>	<b>(66,643)</b>	<b>(3,993,790)</b>	<b>(1,912,933)</b>	<b>2,080,857</b>	<b>(3,993,790)</b>	<b>0</b>

<b>Budget Variation - (Under) / Over Spend</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90,224</b>	<b>90,224</b>	<b>67,661</b>	<b>67,661</b>
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VARIANCE ANALYSIS	Salaries	Travel & Subsistence	Premises	Transport	Supplies & Services	Expenditure Overspend (Underspend)	Grants	Sales Fees & Charges	Income Deficit (Surplus)	Total Variance Deficit (Surplus)	Explanation
	£	£	£	£	£	£	£	£	£	£	
BIO-DIVERSITY	21,735	(789)		0	14,340	35,286	(24,285)		(24,285)	11,001	Recruitment of Ecologist
LAND MANAGEMENT	62	(639)			11,348	10,771	0	(4,077)	(4,077)	6,694	Common Cause £10K
ELMS						0			0	0	
FARMING IN PROTECTED LANDSCAPES						0			0	0	
GREEN RECOVERY CHALLENGE FUND						0			0	0	
WOODLANDS	537	0			18,755	19,292	0	(1,624)	(1,624)	17,668	consultancy hire more than budgeted
HEADWATERS PROJECT						0			0	0	
DARTMOOR LANDSCAPE PARTNERSHIP						0			0	0	
PEATLANDS PROJECT						0			0	0	
PARTNERSHIP (ELECTRIC VEHICLE						0			0	0	
NATURAL ENVIRONMENT PAY & TRAVEL						0			0	0	
FACILITATION FUND						0			0	0	
HILL FARM PROJECT	1,970	1,756		1,434	34,449	39,609	(10,936)		(10,936)	28,673	to be met from Hill Farm ring fenced reserves
<b>NATURAL ENVIRONMENT</b>	<b>24,304</b>	<b>328</b>	<b>0</b>	<b>1,434</b>	<b>78,892</b>	<b>104,958</b>	<b>(35,221)</b>	<b>(5,701)</b>	<b>(40,922)</b>	<b>64,036</b>	
ARCHAEOLOGY	1,771	(241)		261	964	2,755	0	(200)	(200)	2,555	Pay award
BUILT ENVIRONMENT	718	238			30	986		0	0	986	Pay award
UPPACOTT		313	885		0	1,198		(5,251)	(5,251)	(4,053)	Rental income and reduction in Council Tax due to occupancy of the property
<b>CULTURAL HERITAGE</b>	<b>2,489</b>	<b>310</b>	<b>885</b>	<b>261</b>	<b>994</b>	<b>4,939</b>	<b>0</b>	<b>(5,451)</b>	<b>(5,451)</b>	<b>(512)</b>	
VISITOR FACILITIES	(5,140)	(4)	(1,526)	4	15,542	8,876	0	(31,437)	(31,437)	(22,561)	Car parking income forecast to be more than budgeted. Vacancy savings. Two Car Parking meter replacements
ACCESS & RECREATION	765	186		40	1,291	2,282	(3,000)		(3,000)	(718)	
PROW	5,523	0			2,713	8,236	0		0	8,236	Pay award
SUSTAINABLE TOURISM & TRANSPORT	0	0			0	0		0	0	0	
<b>RECREATION MANAGEMENT</b>	<b>1,148</b>	<b>182</b>	<b>(1,526)</b>	<b>44</b>	<b>19,546</b>	<b>19,394</b>	<b>(3,000)</b>	<b>(31,437)</b>	<b>(34,437)</b>	<b>(15,043)</b>	
VISITOR CENTRES	37,899	207	386		154	38,646	0	0	0	38,646	Princetown VC staff costs to be met from reserves
RETAIL	0	0			549	549		2	2	551	
COMMUNICATIONS	(6,221)	(518)			2,262	(4,477)		(10)	(10)	(4,487)	Vacancy savings
NATURALLY HEALTHY DARTMOOR						0			0	0	
YOUTH ENGAGEMENT RANGER						0			0	0	
EDUCATION	2,802	(75)		845	650	4,222		(1,860)	(1,860)	2,362	Pay award
<b>PROMOTING UNDERSTANDING</b>	<b>34,480</b>	<b>(386)</b>	<b>386</b>	<b>845</b>	<b>3,615</b>	<b>38,940</b>	<b>0</b>	<b>(1,868)</b>	<b>(1,868)</b>	<b>37,072</b>	
RANGERS	22,293	5	0	(3,512)	43,076	61,862	(15,000)	(491)	(15,491)	46,371	Staff recruitment - Assistant Ranger. Marshall costs
CONSERVATION & ACCESS VOLUNTEERS						0			0	0	
CONSERVATION WORKS SERVICE	2,840	0	(1,812)	(1,331)	1,472	1,169		0	0	1,169	Pay award
<b>RANGERS, ESTATES &amp; VOLUNTEERS</b>	<b>25,133</b>	<b>5</b>	<b>(1,812)</b>	<b>(4,843)</b>	<b>44,548</b>	<b>63,031</b>	<b>(15,000)</b>	<b>(491)</b>	<b>(15,491)</b>	<b>47,540</b>	
DEVELOPMENT MANAGEMENT	48,521	12		162	33,363	82,058		20,582	20,582	102,640	Additional legal work for appeals and court cases. Additional staff costs. Planning fees income forecast to be less than budgeted.
<b>DEVELOPMENT MANAGEMENT</b>	<b>48,521</b>	<b>12</b>	<b>0</b>	<b>162</b>	<b>33,363</b>	<b>82,058</b>	<b>0</b>	<b>20,582</b>	<b>20,582</b>	<b>102,640</b>	
FORWARD PLANNING & COMMUNITY	(47,938)	(107)		0	15,951	(32,094)		(89,210)	(89,210)	(121,304)	Carbon footprint analysis (£15.5K) to be met from reserves. New homes bonus income from South Hams and West Devon District councils. Staff savings
<b>FORWARD PLANNING</b>	<b>(47,938)</b>	<b>(107)</b>	<b>0</b>	<b>0</b>	<b>15,951</b>	<b>(32,094)</b>	<b>0</b>	<b>(89,210)</b>	<b>(89,210)</b>	<b>(121,304)</b>	
CORPORATE CENTRE	(2,909)	(1,792)		549	12,147	7,995		(73,558)	(73,558)	(65,563)	Treasury deposits interest higher than budgeted, offset by increased costs for Audit fees.
<b>CORPORATE &amp; DEMOCRATIC CORE</b>	<b>(2,909)</b>	<b>(1,792)</b>	<b>0</b>	<b>549</b>	<b>12,147</b>	<b>7,995</b>	<b>0</b>	<b>(73,558)</b>	<b>(73,558)</b>	<b>(65,563)</b>	
INFORMATION TECHNOLOGY	1,925	(358)		0	2,536	4,103		200	200	4,303	Pay award. Recruitment advertising and IT hardware equipment.
CORPORATE OPERATING COSTS			0	(1,050)	(358)	(1,408)		(2,144)	(2,144)	(3,552)	Sale of pool vehicle. Transport costs reduced due to new electric vehicles
ADMIN & FINANCE	5,933	7			295	6,235		0	0	6,235	Pay award
LEGAL	0	0			0	0		0	0	0	
HUMAN RESOURCES	2,111	(164)			21,241	23,188		(20,960)	(20,960)	2,228	Pay award
OFFICE ACCOMMODATION (PARKE)	632	0	139			771		0	0	771	
OFFICE ACCOMMODATION (PRINCETOWN)	0		9,876			9,876		(1,066)	(1,066)	8,810	Repair work, offset by business rate relief for the retail.
<b>CORPORATE SERVICES</b>	<b>10,601</b>	<b>(515)</b>	<b>10,015</b>	<b>(1,050)</b>	<b>23,714</b>	<b>42,765</b>	<b>0</b>	<b>(23,970)</b>	<b>(23,970)</b>	<b>18,795</b>	
Reserve movements					0	0			0	0	
					0	0			0	0	
					0	0			0	0	
<b>REVENUE EXPENDITURE</b>	<b>95,829</b>	<b>(1,963)</b>	<b>7,948</b>	<b>(2,598)</b>	<b>232,770</b>	<b>331,986</b>	<b>(53,221)</b>	<b>(211,104)</b>	<b>(264,325)</b>	<b>67,661</b>	

**GENERAL FUND RESERVE BALANCES**

Appendix 3 to Report No. NPA/AG/23/010

GENERAL FUND RESERVE BALANCES	2022/23 Closing Balance	2023/24 Transfers Out	2023/24 Transfers within	2023/24 Transfers In	2023/24 Closing Balance	2024/25 Forecast Movements	2025/26 Forecast Movements	2025/26 Forecast Closing Balance £	Notes
		£							
<b>Ringfenced External Grants &amp; Contributions with Restrictions</b>									
Hill Farm Project (Princes Countryside Fund)	(81,825)	28,673			(53,152)			(53,152)	Cash balances are carried forward at each year end as allocated to expenditure
Farming in protected landscapes	(163,016)				(163,016)			(163,016)	
Communities Fund Grant (from District Councils)	(95,567)				(95,567)			(95,567)	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 5 years
DCLG - Neighbourhood Planning Grant	(10,000)				(10,000)			(10,000)	Community planning referendums
DCLG - Unringfenced Grants	(84,940)				(84,940)			(84,940)	
Donate for Dartmoor Balances (public donations)	(44,407)	10,000			(34,407)			(34,407)	Cash balances are carried forward at each year end as allocated to expenditure
Peatland Partnership	0				0			0	Cash balances are carried forward at each year end as allocated to expenditure
Green Recovery Challenge Fund	0				0			0	
Cave Shrimp S106	(5,000)	5,000			0			0	
Moor Medieval book sales	(3,027)				(3,027)			(3,027)	
Natural England - Ground Truthing	0				0			0	
Defence infrastructure - River Tavey bridge feasibility	(5,000)				(5,000)			(5,000)	
<b>Budget Management Fund - Provisions (risk based)</b>									
Employees	(52,000)				(52,000)			(52,000)	See risk assessment for breakdown
Costs and Awards: Appeals/Public Enquiries/Litigation	(250,000)			(70,000)	(320,000)			(320,000)	See risk assessment for breakdown
Loss of Income and Inflation	(34,500)				(34,500)			(34,500)	See risk assessment for breakdown
Business Review transaction costs	0				0			0	
Invest to Save and / or Generate Projects	(33,733)				(33,733)			(33,733)	
Climate Change /Emergency Declaration	(50,000)	15,500			(34,500)			(34,500)	NPA/19/020 - Carbon Footprint Analysis
Annual Revenue Outturn	(894,997)	101,282	25,055		(768,660)	175,007	51,234	(542,419)	
<b>Capital Expenditure Fund</b>									
Vehicles - Sinking Fund - Replacement	(127,321)				(127,321)	4,609	26,553	(96,159)	Ranger vehicles
Property - Sinking Fund - Repairs & Maintenance	(200,000)				(200,000)			(200,000)	
Purchase of New Server	25,055		(25,055)		0			0	
<b>Known Commitments</b>									
National Park Management Plan	(25,590)				(25,590)			(25,590)	C/Fwd to be used as required
Conservation Volunteers - DNPA Commitment	(5,000)				(5,000)			(5,000)	C/fwd from 2019/20 to be used as match funding
Carbon Toolkit	(20,000)				(20,000)			(20,000)	
Commitments to carry forward	(56,643)	56,643			0			0	
<b>Capital Receipts Unapplied</b>	(20,769)	9,689			(11,080)	11,080		0	Ranger vehicle 2023/24
<b>Match Funding Reserve</b>									
Cash Flow management of external funding bids	(236,500)				(236,500)			(236,500)	To cover cash flow delay when claiming in arrears
Public Arts Project 2020	(120,000)				(120,000)			(120,000)	NPA/19/015 - risk that costs will not be covered by income to be determined
South West Peatland Partnership	(125,000)				(125,000)			(125,000)	NPA/21/020
Dartmoor Trust digitising DNPA photographic archive	0	20,000			20,000			20,000	
Dartmoor Foundation	0	100,000			100,000	50,000	50,000	200,000	
Dynamic Landscape	0	100,000			100,000			100,000	
Unallocated fund balance	(269,070)				(269,070)		155,117	(113,953)	To cover MTFP year three gap
<b>Total Earmarked Reserves</b>	<b>(3,091,050)</b>	<b>446,787</b>	<b>0</b>	<b>(70,000)</b>	<b>(2,714,263)</b>	<b>240,696</b>	<b>282,904</b>	<b>(2,210,663)</b>	
<b>General Reserve (unallocated emergency reserve)</b>	<b>(500,000)</b>				<b>(500,000)</b>			<b>(500,000)</b>	
<b>Total General Fund Balance</b>	<b>(3,591,050)</b>	<b>446,787</b>	<b>0</b>	<b>(70,000)</b>	<b>(3,214,263)</b>	<b>240,696</b>		<b>(2,710,663)</b>	



2023/24 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2023/24 Opening Balance £'000	2023/24 Closing Balance £'000
<b>Grants &amp; Contributions with Restrictions carried forward:</b> Grants & Contributions with Restrictions	N/A	Actual	(595)	(551)
<b>Employees:</b> Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)	(52)
<b>Costs &amp; Awards:</b> Appeals / Public Enquiries / Litigation	High	Est.	(250)	(320)
<b>Loss of Income and / or Price Increases:</b> Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(35)	(35)
<b>Capital - Property:</b> Repairs & maintenance (sinking fund)	High	Est.	(200)	(200)
<b>Capital - Vehicles</b> Provision for future replacement of vehicles (sinking fund)	High	Est.	(127)	(127)
<b>Capital Receipts Reserve</b>	N/A	Actual	(21)	(11)
Climate Change	N/A	Actual	(50)	(35)
New IT System	N/A	Actual	25	0
<b>Known Commitments/Contracts</b>				
National Park Management Plan	N/A	Actual	(25)	(25)
Contracts - work in progress	N/A	Actual	(82)	(25)
<b>Match Funding Reserve</b>				
Cash Flow Management of Externally funded projects	N/A	Actual	(236)	(236)
South West peatland Partnership	N/A	Actual	(125)	(125)
Dartmoor Trust digitising DNPA photographic archive	N/A	Actual		20
Dartmoor Foundation	N/A	Actual	0	100
Dynamic Landscape	N/A	Actual	0	100
Public Arts Project	N/A	Actual	(120)	(120)
Unallocated fund balance	N/A	Actual	(269)	(269)
<b>Revenue</b>				
Invest to save and / or Generate Projects	N/A	Actual	(34)	(34)
Revenue Outturn Surplus - to be reallocated	N/A	Actual	(895)	(769)
<b>General Reserve - Minimum amount to cover unanticipated costs / emergencies</b>	N/A	Actual	(500)	(500)
<b>Total Reserve Balance</b>			<b>(3,591)</b>	<b>(3,214)</b>



NPA/AG/23/011

## Dartmoor National Park Authority

3 November 2023

### **Business Plan Monitoring 2023/24**

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 2023/24 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 2023/24.
- 1.2 The Authority uses a spreadsheet (traffic light system) to track progress which is reviewed by Leadership Team each quarter. A copy of the Business Plan monitoring spreadsheet for 2023/24 is attached in Appendix 1.
- 1.3 Members will be aware that whilst this report focuses on specific key actions, the current Business Plan also recognises that the Authority's core business continues on a daily basis.

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

- 2.1 The Business Plan 2023/24 identifies 23 key actions relating to the following priorities for the Authority:
  1. Better for Nature
  2. Better for Cultural Heritage
  3. Better for Farming and Forestry
  4. Better for People
  5. Better for Communities and Business
  6. Be an excellent organisation
- 2.2 The number of key actions highlights the breadth of the work of the Authority and Members will note the nature of the key actions ranges from specific short-term projects to longer term strategic goals, each requiring different levels of officer and Member input and commitment.

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

<b>Progress</b>	<b>No.</b>	<b>%</b>
On target / completed	<b>9</b>	<b>39</b>
Delayed / behind schedule	<b>10</b>	<b>44</b>
Unlikely to complete / will not be completed	<b>4</b>	<b>17</b>

2.4 The key actions which are unlikely to be completed in 2023/24 are detailed below:

<b>No</b>	<b>Key Action</b>	<b>Reason</b>
5	Produce species prioritisation strategy	Staff capacity. Recent investment in new Ecologist fixed-term post should enable progress
11	Byelaw Review	Legal challenge; awaiting outcome of submission to the Supreme Court
13	Develop a Green Transport Strategy	Staff capacity. This action will <b>not</b> be progressed in 2023/24
23	Integrated Management Plans for land owned by the Authority	Staff capacity and other priorities.

2.5 Members will note that 44% of the remaining key actions (10 of 23) are delayed or behind schedule. Leadership Team is closely monitoring workloads across the Authority. We have had to re-prioritise actions due to a number of factors such as:

- Staff turnover
- New priority areas e.g. contributing to the Government's independent review of protected site management on Dartmoor

2.6 While there are delays in delivering some key actions our staff remain as committed and passionate as ever to deliver for Dartmoor and there is much to celebrate and be proud of already this year, including:

- Farm to City – this project was led by Shallowford Trust and supported by a grant from the farming in Protected Landscapes programme and by Authority staff time. A 'pop-up' Dartmoor farm was taken to London with a programme of events to bring the countryside to the city. It was attended by over 2,000 people (circa 1,500 of those were young people attending the education element during the week and 500 plus attended the open farm on the Saturday). The event secured national TV coverage and was supported by Dartmoor farmers who travelled to London and talked to people visiting the 'pop-up farm'.
- Installation of electric-vehicle (EV) charge points – sponsorship money from BMW has enabled the Authority to install EV charge points at some of its car parks
- Volunteer engagement – over 40 volunteers engaged in archaeological digs over Summer 2023
- Healthy Livestock Initiative (supported via Our Upland Commons and Dartmoor Hill Farm Project) – this initiative is focused on Holne and Harford and Ugborough commons. The latest element of the project is looking at the value dung beetles in supporting biodiversity and as an indicator of animal health.

2.7 Members are invited to analyse the Business Plan monitoring spreadsheet and question or seek assurances regarding the delivery of the 2023/24 Business Plan.

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

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

### **4 Financial Implications**

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

### **5 Conclusion**

5.1 Members will note that the Authority has made progress against most of the key actions in the Business Plan 2023/24 during the first half of the business year.

5.2 The report also highlights that the Leadership Team has identified issues that are having an ongoing impact upon delivery. Leadership Team also recognises the need to provide additional support, communication and understanding to ensure that staff are able to manage and work effectively.

NEIL WHITE

**Business Plan Monitor 2023-24**

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
<b>BETTER FOR NATURE</b>						
1	<b>Dartmoor Headwaters - working with the SW Peatland Partnership deliver a programme of Peatland Restoration</b>  <b>Outcome sought:</b> Restoration and enhancement of 1000 ha of peatland on Dartmoor by 2026 to deliver multiple benefits including increased local capacity to undertake the restoration work and thus support a 'circular economy'	JA	<b>Milestone:</b> Create restoration plan and acquire required consents and quotes for blanket bog restoration at Great Knats Head, Blacklane Mire and Cranmere. Complete pre-restoration monitoring.	<b>Milestone:</b> Continue restoration work at Ockerton Court, restart works at Hangingstone and begin works at both Great Knats Head and Cranmere.	<b>Milestone:</b> Continue restoration works at Ockerton Court, Hangingstone Great Knats Head and Cranmere.	<b>Milestone:</b> Continue restoration works at Ockerton Court, Hangingstone Great Knats Head and Cranmere.
			<b>Actual progress:</b> Restoration plans submitted to Natural England for Cranmere (197 hectares), Great Gnats Head (33 hectares), and Tor Royal Bog. Blacklane Mire restoration planning has been postponed. Planning for resuming restoration at Ockerton Court from 1st August, and next phase of Hangingstone as soon as possible post bird nesting season. Planning restoration for additional 100 hectares at Great Knats Head with National Trust.	A	<b>Actual progress:</b> Restoration restarted on Ockerton in August and is due to complete by March. Planning was completed for 3 sites to begin restoration in Q3. Focus on communications including school visit, site visit to Cranmere, Peat Partnership meeting and visit to Yorkshire schemes. Contracts let for Hangingstone and Tavy Head but not begun.	A
2	<b>Dartmoor Headwaters – working with the Environment Agency and others to deliver natural flood management schemes</b>  <b>Outcome sought:</b> Targeted use of natural approaches for catchment management that delivers a range of public benefits in a way that supports local communities and the 'circular economy'	JA	<b>Milestone:</b> Build relationships and deliver interventions in priority catchments (Bovey, Erme, Yealm and East and West Okemont) using Local Levy funds. Create monitoring and comms and engagement plan to support Phase 2 of delivery. Support Environment Agency Business Case process to unlock delivery phase funding until March 2027.	<b>Milestone:</b> Continue to build relationships and deliver interventions in priority catchments (Bovey, Erme, Yealm and East and West Okemont) using Local Levy funds. Support Environment Agency Business Case process to unlock delivery phase funding until March 2027. Begin recruitment process for additional delivery roles for Phase 2, if agreed by Environment Agency (EA).	<b>Milestone:</b> Continue work in priority catchments and building momentum and preparations for unlocking full delivery funding through the EA.	<b>Milestone:</b> Environment Agency Business Case process should be complete and delivery funding for Phase 2 unlocked.
			<b>Actual progress:</b> Dartmoor Headwaters Natural Flood Management project approved for £300,000 SOC funding (first part of Environment Agency Business Case process for salary, surveys before completing OBC for unlocking capital costs). Some progress on monitoring and engagement plan. Project Officers building relationships in priority catchments, focus on Erme and Yealm and pilot catchments e.g. Collybrook.	A	<b>Actual progress:</b> Agreement reached to employ Engagement Officer at 1 FTE who will start in January. Delivery continues through local levy funding including spring mire restoration, woodland planting, leaky dams and wetland creation. EA still finalizing business cases for the project but monies available for ongoing revenue payment to support delivery.	A
3	<b>Deliver landscape scale nature enhancement</b>  <b>Outcome sought:</b> Pilot nature enhancement/recovery at a landscape scale across at least two catchments working with clusters of landowners/farmers to identify and develop opportunities and engaging local communities where possible.  Work in partnership to deliver the East Dartmoor Landscape Recovery Project	CG	<b>Milestone:</b> Progress Erme and Yealm catchments by bringing communities together to start designing integrated approach for nature enhancement and sustainable businesses. Begin process for new Landscape Recovery (LR) bid for Walkham catchment and continue to develop cluster group	<b>Milestone:</b> Submit bid for Walkham Landscape Recovery (LR) if feasible. Produce nature opportunity map for E&Y. Continue working with E&Y land managers to support ag transition and develop integrated system.	<b>Milestone:</b> Implement E&Y integrated approach and consider new catchment to develop (Okemont).	<b>Milestone:</b> Continue supporting E&Y and begin implementation on new catchment
			<b>Actual progress:</b> Application window now open for LR. Consultation with landowners in Walkham continued with positive results, only 1-2 main landowners remaining. Project work on E&Y becoming more integrated and progressing well. Talks begun with wider catchment groups. No progress with farming groups due to rollover/review challenges. Discussion also begun in Okemont catchment.	G	<b>Actual progress:</b> LR application for the Walkham completed and submitted. Sign up from landowners covers 82% of catchment. Liaised with Central Dartmoor group regarding their bid and offered support. Outcome of applications likely to be heard by December 2023. Tender let for opportunity mapping on E&Y	G
4	<b>Improved condition of soils and understanding of their role in carbon management, flood management and nature recovery</b>  <b>Outcome sought:</b> By 2025 work with 50 farm businesses to improve soil health and improve soil structures to reduce compaction; improve soil biodiversity; and, to understand and increase carbon capture.	CG	<b>Milestone:</b> Develop idea around Dartmoor Soil Hub as trusted resource for farmers.	<b>Milestone:</b> Continue working with farmers on soil health project looking at dung beetles as proxy for ecological condition and develop pilot for catchment area	<b>Milestone:</b> Increase understanding of carbon potential within Dartmoor soils and produce guidance	<b>Milestone:</b> Produce draft of soils hub, complete soil carbon work and launch dung beetle pilot
			<b>Actual progress:</b> Proposal drafted and planning to discuss with range of stakeholders	A	<b>Actual progress:</b> yr 3 of FtF started and full calendar of farmers events held. Dung beetle project through Oor Upland Commons continues with positive feedback from farmers and will be scaled up and trialed on priority catchment. Evidence from this initiative has been submitted to the Independent Review of Protected Sites on Dartmoor.	A
5	<b>Produce species prioritisation strategy</b>  <b>Outcome sought:</b> Strategic approach to identify and target species (both extant and reintroductions) that support the greatest environmental benefit and identifies opportunities for community engagement.	CG	<b>Milestone:</b> Use DNEAG to inform tender for species recovery on Dartmoor and let contract. Scope additional tender and secure funding to model Dartmoor ecological priorities in light of climate change	<b>Milestone:</b> Delivery of contract looking at species recovery to include reintroductions, prioritising existing species and iconic species.	<b>Milestone:</b> Delivery of final reports	<b>Milestone:</b> Identify and secure funding to establish baselines (where needed) and resource to support key species projects
			<b>Actual progress:</b> Discussion paper circulated and DNEAG met to discuss and provide steer. Similar work is being contracted by DCC for Devon Local Nature Recovery Strategy and there are opportunities to integrate some of our objectives into this work, ensuring it remains relevant to Dartmoor. Once that work is underway we will consider what further works bis needed, either in-house or contracted out.	G	<b>Actual progress:</b> No progress. Pick up in Q3 with additional resource, in the form of a new 1FTE ecologist post	R
<b>BETTER FOR CULTURAL HERITAGE</b>						
6	<b>Valuing Cultural Heritage</b>  <b>Outcome sought:</b> A programme of proactive advice, research and community engagement that sustains Dartmoor's cultural heritage and helps people to enjoy it.	CG	<b>Milestone:</b> Complete Cultural Heritage Research Framework. Progress SigCon work by finalising Erme/Yealm data. Plan fieldwork for Q2: Sanduck, Piles Hill, DATES, Cut Hill. PAL survey completion. Work with HE on ELMs development	<b>Milestone:</b> Undertake fieldwork: Sanduck, Piles Hill, DATES and Cut Hill with concomitant public engagement.	<b>Milestone:</b> Identify new areas for SigCon work and commission contractors. Complete Cultural Heritage Strategy with consultation with CHAG. Post excavation work for summer fieldwork	<b>Milestone:</b> Identify fieldwork opportunities and programme for 2024 field season. Secure funding for Holwell excavation in 24
			<b>Actual progress:</b> Research framework complete. Sigcon mostly complete. PAL survey still to be completed, difficulties securing contractors.	G	<b>Actual progress:</b> Fieldwork at Sanduck, Piles Hill and number of walks and talks all complete. Cut Hill excavation postponed until 2024 with hopes of attracting TV interest.	G
<b>BETTER FOR FARMING AND FORESTRY</b>						
	<b>Deliver Farming in Protected Landscapes (FIPL)</b>		<b>Milestone:</b> Agree revised work plan with increased operating costs, inc. data management + initial actions complete. Hold at least 1 LAP meeting and 1 LAP review/training session. Publicise 22/3 results + case studies and regular internal comms. Developing at least 3 larger applications (>£20k&holistic). Customer satisfaction survey run with contacts to date. Plan to address applicants' end of year completion in place. All live projects have received progress review/site visit.	<b>Milestone:</b> Changes to data management complete. Implications for timely project completion communicated to applicants. Customer service KPIs maintained/improved. 80% of FY grant allocation. Developing at least 3 larger applications (>£20k&holistic). Particular focus on PR & public facing events/generating new enquiries this Qtr. Up to date project progress/claim tracking. Internal comms. maintained with colleagues and FIPL regional meeting.	<b>Milestone:</b> Customer service KPIs maintained/improved. 100% of FY grant allocation and 40% FY24/5. Developing at least 3 larger applications (>£20k&holistic). Particular focus on PR & public facing events/generating new enquiries this Qtr. Up to date project progress/claim tracking. All live projects have received progress review/site visit. Internal & regional comms. maintained with colleagues and FIPL PLs	<b>Milestone:</b> At least one Panel meeting undertaken, processes complete. 100% of the year's project fund reported complete to Defra and to Finance by the third week of May. Over £400k value awarded to FIPL year (24/5).

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)	
7	<b>Outcome sought:</b> Efficient delivery of Farming in Protected Landscapes (FiPL) – budget allocation is fully spent and farming community is receiving funding to deliver the four objectives of FiPL (Nature, Climate, People and Place).  Learning from FiPL is applied to the development of the new Environmental Land Management system.  FiPL grants are helping Dartmoor farmers make the transition to environmental land management and supporting the circular economy.	JS	<b>Actual progress:</b> Draft workplan discussed and agreed in outline but needs to be refined and finalised. Two new posts to be recruited into FiPL team. New fortnightly communication circulated to staff and members highlighting progress and new enquiries. 2 LAP meetings held, more than three larger (>£20k) projects approved with a number in pipeline. Customer survey next qtr. End of year completion and review visits part of new role.	<b>Actual progress:</b> currently showing £556k committed grant funding of £759k (73%) allocation for the year, however –£100k of application value deferred at last Panel meeting pending further detail and expect to approve at next meeting. Only £110k claimed to date. Number of new enquiries and developing applications remain high with several (>3) higher value applications expected in coming months. Internal comms maintained, attended one regional FiPL meeting and monthly meeting with other SW PLs. 2 new roles created and filled, 1 Advisor + 1 Advisor/comms role, so will achieve significant increase in PR next Q, some already planned. Still to undertake data management review, PT FiPL Asst role currently vacant. Two new Panel members recruited and members have a nominated second to cover meeting attendance. The positive impact that FiPL makes will be collated and monitored by the new comms role.	<b>Actual progress:</b>	<b>Actual progress:</b>	
8	<b>Farm Dartmoor</b>  <b>Outcome sought:</b> Support for farm businesses across the National Park to help them deliver a range of public goods as part of a sustainable business and promote effective collaboration. Focus on supporting: agricultural transition, understanding of the new Environmental Land Management system and a circular economy.	DA	<b>Milestone:</b> Provide support for Harder to Reach Farms and complete Evaluations for Year 1. Help develop catchment scale (cluster) programme for integrated delivery in E&Y  <b>Actual progress:</b> No progress yet with integrated cluster on E&Y. FtF evaluation and year 2 complete. Budget available for engaging with harder to reach farmers and developing more bespoke training for next phase of FtF. Engagement with htr begun and 12 farmers identified to date.	<b>Milestone:</b> Design and approve the delivery matrix for year 2. Pubicise, promote and attract the new cohort. Continue Harder to reach support. Delivery of integrated programme.  <b>Actual Progress:</b> Year 2 programme up and running with Welcome Meeting completed and first workshop on 18.10.23. Extensive publicity and aim of attracting 35 new farm businesses and some harder to reach farms	<b>Milestone:</b> Deliver the workshops and core programme for the new participants and the 2022-23 cohort. Identify Harder to Reach group. Delivery of integrated programme.  <b>Actual progress:</b>	<b>Milestone:</b> Finalise programme delivery, 1:1's and evaluation. Continue support for Harder to Reach. Continued support and review of integrated programme  <b>Actual progress:</b>	
9	<b>Our Upland Commons</b>  <b>Outcome sought:</b> Deliver agreed outcomes for National Lottery Heritage Funded programme, including: shared local visions for commons, showcasing new approaches to management of common land to deliver a range of public benefits and improved public understanding of commoning. Contribute to thinking about new Environmental Land Management system.	RD	<b>Milestone:</b> Reflect on lessons from interim evaluation report. Continue to deliver across identified commons with series of events and identified programmes including supporting Farm to City, Piles Hill Stone Row and Molinia Survey. Dartmoor Local Action Group site visit and meeting in June.  <b>Actual progress:</b> Farm to City attended and a great success for all involved. Series of works undertaken and comprehensive programme in place. 6 month extension granted for project (and so project officer) through to December 2024. Investigation at Piles Hill Stone Row but Molinia work not undertaken	<b>Milestone:</b> Three Great Gather events held across commons (1 x cattle, 1 x pony and 1 x sheep). Young Commoners programme launched  <b>Actual progress:</b> Two successful events held (sheep and pony), cattle event postponed and to happen in 2024. Young Commoners programme to be launched in October. Positive meeting of Local Action Group with updates on healthy Livestock and Piles Hill Stone Row	<b>Milestone:</b> Ensure legacy planning is undertaken by local action group (project finishes in June 2024) at meeting in October.  <b>Actual progress:</b>	<b>Milestone:</b> Budget submission complete for financial year and legacy plan discussed with local and national boards. Evaluation undertaken with Heritage Insider. Possible extension of project subject to NLHF permission.  <b>Actual progress:</b>	
<b>BETTER FOR PEOPLE</b>							
10	<b>Develop and implement Visitor Management Plan for 2023 season</b>  <b>Outcome sought:</b> Ensure a warm welcome for all visitors to Dartmoor National Park. Targeted outreach activity to improve inclusivity. Visitor behaviour influenced and changed so that negative impact on the fabric of the moor and local communities is reduced and positive impacts increased	RD	<b>Milestone:</b> Visitor Management Group meet in May as a subset of wider Dartmoor Rural Crime Initiative. Rangers completed necessary signage for lambing and bird nesting season as well as campervans. Permissive Backpack Camping Agreement signed with landowners and promoted with code of conduct. Engagement volunteers at key sites and recruitment underway. Final decision on Dartmoor Marshalls, subject to P&CC support. Work with National Trust and other partners on key dog messages.  <b>Actual progress:</b> Visitor management group met as part of wider DRCl work. NT leading on responsible dogs campaign and recruiting an officer for Parke. OPCC offered £10k towards Marshall and contract advertised in time. Key landowners signed to backpack camping agreement and engagement volunteers on site - more to be recruited.	<b>Milestone:</b> Engagement Volunteers at key honeypot sites. Visitor Centre and Outreach Vehicle deliver key visitor messages at summer shows and events. Dartmoor Marshalls deployed to sites as required. Rangers work alongside Police Specials.  <b>Actual progress:</b> Team and volunteers deployed successfully at sites, shows and events throughout the summer. Dartmoor Marshalls procured and started on time for summer holiday with funding from partners. Utilised the Ranger App to record incidents and worked with Police on summer patrols.	<b>Milestone:</b> Visitor Management group meet and review summer season. Agree plans for winter months and review site management plans.  <b>Actual progress:</b>	<b>Milestone:</b> Visitor management group meet in March 2024 to agree plans for 2024 season and identify actions and funds required.  <b>Actual progress:</b>	
11	<b>Byelaw Review</b>  <b>Outcome sought:</b> A comprehensive set of easy to understand and implement byelaws (for the commons of Dartmoor and land owned by the National Park Authority) that help people enjoy the National Park's special qualities and ensure these special qualities are conserved for future generations to enjoy.	RD	<b>Milestone:</b> Key officers review and work on next steps of byelaw review, including working with Defra and DCC legal teams.  <b>Actual progress:</b> Nothing progressed on this whilst we await the outcome of the Appeal Court on backpack camping.	<b>Milestone:</b> Ranger Service ensures comprehensive recording of byelaw offences are captured and reviewed. Byelaw review and next steps continue.  <b>Actual progress:</b> Ranger App is functioning and capturing byelaw infringements and action taken. No further action on byelaw review whilst we await outcome of the submission to the Supreme Court.	<b>Milestone:</b> Subject to timing of the Appeal Court, the timetable for the Byelaw review is shared with partners. Authority report to members to note next steps and support work of officers.  <b>Actual progress:</b>	<b>Milestone:</b> Work continues on byelaws and subject to Appeal Court the final version of the Byelaws will be presented to Members and if approved will then be sealed and sent to Secretary of State for their approval.  <b>Actual progress:</b>	
12	<b>Miles Better</b>  <b>Outcome sought:</b> Implement a costed programme of improvements to access infrastructure and secure funding for this programme in order to ensure that all access routes and associated infrastructure is in good condition, easy to use and helps support the Dartmoor economy.	AW	<b>Milestone:</b> Analysis of data from the full path survey work undertaken in 2022/23 to help identify target parish areas and routes, identify resources required and potential bid to DCC for capital schemes.  <b>Actual progress:</b> Rangers tasked with drawing up list of schemes to go to DCC for capital schemes (Ella and Simon leading on this). Two bridge kits delivered awaiting installation by individual rangers and/or contractors. New Scag flail mower purchased and is being used to cut PROW more effectively /efficiently to better standard. Initial scoping analysis of path data started aiming to complete this work by end of August depending on other priorities within the team. Footpath fingerpost production system by volunteers established. Volunteers and works team are keen to do roadside installations of fingerposts.	<b>Milestone:</b> Update PROW Asset Management Plan forecast for the next three years. Produce costed plan for implementation and explore additional funding sources.  <b>Actual progress:</b> Analysis of path survey data and ground truthing focused on Two Moors Way as our principal promoted route within the national park. Asset lists and work programmes now being produced. Bid to Defra submitted in September for additional funding through Access for All which will support this work. Work stream slipped due to premises commitments and implementation of NPP/BMW EV charging points.	<b>Milestone:</b> Implementation  <b>Actual progress:</b>	<b>Milestone:</b> Implementation and review  <b>Actual progress:</b>	
13	<b>Develop a Green Transport Strategy</b>  <b>Outcome sought:</b> A strategy to reduce the impact of cars through congestion or inappropriate parking as people arrive and travel around the National Park by other means of transport. Opportunities for those without access to a car are increased	AW	<b>Milestone:</b> RD TO DISCUSS WITH LEADERSHIP TEAM  <b>Actual progress:</b> This has been paused until capacity is identified and/or it is delivered through a partnership programme.	<b>KEY ACTION 13 WILL NOT BE DELIVERED IN 2023/24 DUE TO LACK OF STAFF CAPACITY &amp; OTHER PRIORITIES</b>			<b>R</b>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)		
14	<p><b>Programme of outreach events and activities</b></p> <p><b>Outcome sought:</b> Engage and welcome new visitors and reach out to all audiences.</p> <p>Provide an opportunity to communicate key messages and explain the work of the Authority and its partners.</p> <p>Increase income through retail sales and voluntary donations.</p> <p>Ensure community engagement and support for the local economy.</p>	CE	<p><b>Milestone:</b> Both Community Engagement Rangers in post and work programme set out and events delivered. Comprehensive and coordinated events plan across visitor centres, the Outreach vehicle and summer events planned. Contactless donation points set-up in Visitor Centres and retail plans reviewed.</p> <p><b>Actual progress:</b> CERs in place and delivering to an agreed work programme with positive feedback to date. A programme of engagement planned and set up to be delivered by the Authority or in partnership. Contactless donations not yet set-up but working with Finance team to resolve.</p>	G	<p><b>Milestone:</b> Event programme delivered with associated comms (printed and digital). Visitor income through retail sales is on a par with 2019 (pre-pandemic). Community Engagement Rangers deliver first session of the Night Under The Stars programme (NUTS)</p> <p><b>Actual progress:</b> Event programme in flight with associated comms being issued. CERs successfully delivered a planned schedule of NUTS events over the summer, with positive post event feedback received through forms.</p>	G	<p><b>Milestone:</b> John Muir Awards delivered through Youth and Junior Rangers. Recharge in Nature Community Engagement Ranger reaches out to at least two schools or community groups in each of Exeter, Plymouth and Torbay. Event themes and planning in place for 2024-25. Events held in Visitor Centres to increase winter footfall and sales.</p> <p><b>Actual progress:</b></p>	<p><b>Milestone:</b> Events planned for 2024-25. Retail themes reflect these. Funding streams sought for Community Engagement Ranger and final report of the Recharge in Nature project</p> <p><b>Actual progress:</b></p>
<b>BETTER FOR COMMUNITIES AND BUSINESSES</b>								
15	<p><b>Housing</b></p> <p><b>Outcome sought:</b> New Housing Guidance (SPD) adds detail to the Dartmoor Local Plan, enabling good planning for housing which meets the needs of Dartmoor communities.</p>	AG	<p><b>Milestone:</b> Review consultation and report back to Officers and Members. Incorporate appropriate changes and develop final version SPD.</p> <p><b>Actual progress:</b> Delayed due to capacity constraints in FP. Capacity likely to be available as FCT project completes. Currently aiming adoption for November Authority.</p>	A	<p><b>Milestone:</b> Finalise SPD and adopt</p> <p><b>Actual progress:</b> Working to adopt at Authority in December.</p>	G	<p><b>Milestone:</b> Undertake further training with officers post-adoption</p> <p><b>Actual progress:</b></p>	<p><b>Milestone:</b></p> <p><b>Actual progress:</b></p>
16	<p><b>Programme of support to deliver the 'Dartmoor model' of community and economic well-being including a business case to be the first 'Digital National Park'</b></p> <p><b>Outcome sought:</b> Support for community development and the circular economy.</p> <p>Clear business case for investment in gigabit broadband and improved mobile connectivity to support a 'Digital National Park' model that does not harm the special qualities of the National Park.</p>	DB/JS	<p><b>Milestone:</b> Follow Wildanet BDUK application for hybrid gigabit broadband technology approval.</p> <p><b>Actual progress:</b> Discussions and monitoring of Wildanet and other providers has been maintained. Teignbridge and South Hams are allocating funds from UKSPF and REPF if needed to support. Requested updates from BDUK, awaiting update. Close contact being maintained with The Home Office regarding status of EAS Mobile network operations.</p>	G	<p><b>Milestone:</b> Liaise with Connecting Devon and Somerset and Wildanet about potential bid for gigabit broadband and improved mobile connection for Dartmoor</p> <p><b>Actual progress:</b> A vision for a Digital National Park is in draft form, and is being further developed in collaboration with others. This will form a bid to BDUK and we hope for a positive outcome in the Autumn Statement 2023. Clarity needed over potential success of a bid. Further details being sought from Wildanet and other partners to aid in the development of a bid. Discussions are positive and optimistic at this stage.</p>	G	<p><b>Milestone:</b> Dependent on outcome from bid to BDUK</p> <p><b>Actual progress:</b></p>	<p><b>Milestone:</b></p> <p><b>Actual progress:</b></p>
17	<p><b>Scope potential for a programme that will help Dartmoor communities address climate change</b></p> <p><b>Outcome sought:</b> A community-led approach to climate action that improves resilience, supports a circular economy and focuses on nature and climate</p>	DB/JS	<p><b>Milestone:</b> Scope different funding opportunities from grant bodies and provide shortlist. Shortlist appropriate partners.</p> <p><b>Actual progress:</b> Developing a Dartmoor Business survey to focus on climate change and climate action. Discussions with HMP Dartmoor re Dynamic Local Procurement. Gaining advice and support (potential partnership) with Climate Outreach to develop strategies for community climate engagement and actions. This may lead to greater funding opportunities for community projects.</p>	G	<p><b>Milestone:</b> Finalise partnership and draft bid.</p> <p><b>Actual progress:</b> HMP Dartmoor are keen to engage with Dynamic Procurement with local suppliers, when the programme opens to the Prison Service (delayed). Engaging with business groups (Princetown and Ashburton at first) to discuss Climate Actions that are able to take and to ensure that all prioritise these actions. Engaging with other community groups across Dartmoor and directing them to relevant funding bids and opportunities for addressing climate change actions within their communities.</p>	A	<p><b>Milestone:</b> TBC when bid known.</p> <p><b>Actual progress:</b></p>	<p><b>Milestone:</b></p> <p><b>Actual progress:</b></p>
<b>BE AN EXCELLENT ORGANISATION</b>								
18	<p><b>Review and deliver DNPA's Climate Action Plan</b></p> <p><b>Outcome sought:</b> Review the Climate Action Plan in 2023 and track progress towards the objective of DNPA becoming a carbon neutral organisation (against its scope 1 and 2 emissions) by 2025.</p>	AG	<p><b>Milestone:</b> Review annual carbon footprint and finalise review process with LT.</p> <p><b>Actual progress:</b> Annual carbon footprint reviewed, report taken to LT to finalise process of Climate Action Plan Review. UoE approached to undertake climate action plan review, and confirmed likely 3 month project period within cost, provided brief issued through SWEEG. FCT project very close to completion, final data queries being addressed. To be taken to October Authority, achieving neutrality a year ahead of schedule. FCT project to be soft-launched internally in August.</p>	G	<p><b>Milestone:</b> Appoint consultant support and commence review with internal group.</p> <p><b>Actual progress:</b> Procurement procedure complete, consultant support on hold until appointment of replacement CC officer. Resignation of lead officer for this action will lead to delay.</p>	A	<p><b>Milestone:</b> Complete first draft for internal consultation.</p> <p><b>Actual progress:</b></p>	<p><b>Milestone:</b> Finalise and launch.</p> <p><b>Actual progress:</b></p>
19	<p><b>Volunteering – develop and improve our work with volunteers, providing rewarding opportunities that support staff and deliver national park purposes and priorities</b></p> <p><b>Outcome sought:</b> Cohort of long-term volunteers undertaking regular conservation and access tasks across the National Park.</p> <p>Expanded network of Volunteer Engagement Rangers Improved 'recruitment' of volunteers, enhanced support for volunteers leading to more rewarding experiences for volunteers and better outcomes for the National Park</p>	NW	<p><b>Milestone:</b> Undertake volunteering survey of all staff and analyse results. Prepare and issue survey of current volunteers. Analyse results of both surveys to inform future plans. Introduce new project to manufacture fingerposts. Develop draft work programme for volunteering projects and events. Promote The Big Help Out event and support National Parks Volunteering Day (Saturday 10 June)</p> <p><b>Actual progress:</b> First session with Voluntary Wardens making fingerposts, very successful, 5 posts made already! Analysis of staff survey results underway. Updated the SCR; sent Microsoft Forms to all current volunteers to update details and confirm interest. Preparing volunteer survey to send out to updated list. Promoted The Big Help Out day on social media (10th June). Promoted our Junior Youth Rangers volunteer opportunity on our website / social media. Promoted Invasive Species Project volunteer opportunity on our website.</p>	G	<p><b>Milestone:</b> Deliver two/three corporate volunteering events. Explore opportunities for corporate tasks that support our work, through additional capacity to Rangers and Conservation Works Team. Ensure volunteer records and processes are accurate and up to date.</p> <p><b>Actual progress:</b> Supported archaeological fieldwork as part of research by University of Leicester (PhD student), 36 volunteers involved. 91 volunteer days in July/August clearing non-native invasive species. Updated website and introduced new application form (MS forms); complete check of volunteer database; survey of all current, registered volunteers prepared and issued for completion by 20 October. No corporate volunteering due to no responses from interested companies. Ranger Service to support Student Police Officer placements.</p>	A	<p><b>Milestone:</b> Analyse results from surveys of volunteers and staff conducted this year. Plan to use this to inform future volunteer strategy/activity. Attend Voluntary Wardens AGM in November.</p> <p><b>Actual progress:</b></p>	<p><b>Milestone:</b> To be developed.</p> <p><b>Actual progress:</b></p>
	<b>Dartmoor Foundation</b>		<p><b>Milestone:</b> Legal advice on draft articles of association secured. Approach made to potential Chair.</p>	<p><b>Milestone:</b> Articles of association finalised, founding trustees 'secured'.</p>	<p><b>Milestone:</b> Formal submission to Charity Commissioners</p>	<p><b>Milestone:</b> TBD subject to feedback from Charity Commissioners</p>		

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
20	<b>Outcome sought:</b> Establish a new 'Dartmoor Foundation' as a vehicle for income generation to support National Park purposes, deliver the agreed vision for Dartmoor National Park and key actions in the Dartmoor Partnership Plan.	KB	<b>Actual progress:</b> Initial discussions with potential trustees and outline plans for a roundtable discussion with people who could help shape the Foudnation/maybe potential trustees <b>A</b>	<b>Actual progress:</b> Discussio document outlining vision and potential projects for the Foundation drafted. Preferred operating model identified and costs estimate for legal support (including registration with Charity Commission) secured. List of potential trustees being developed and some approached on an informal basis <b>A</b>	<b>Actual progress:</b>	<b>Actual progress:</b>
21	<b>'Dynamic Dartmoor'</b> <b>Outcome sought:</b> Use National Lottery Heritage Fund grant secured in 2022 to develop a five year programme of funding to help deliver key priorities in the Dartmoor Partnership Plan: including nature recovery, environmental enhancement, engaging and welcoming a wider range of people and supporting sustainable use of the National Park, the local economy, jobs and communities.	JS	<b>Milestone:</b> currently revising detailed development phase work plan and will populate with milestones by end April. FT Officer in place, all contracts in place, partner meetings held. Stakeholder consultation underway.	<b>Milestone:</b> Partners actively engaged with programme development and joint working. Regular Partner and stakeholder communications/meetings held. Production of Area Action Plan material to time. All match funding identified and budget balanced between project needs. NLHF reporting, claims & acknowledgement up to date. Research and consultation contracts to time, cost and quality. Evaluation framework and legacy plans started.	<b>Milestone:</b> All contracts running to time, cost, quality. Partner meetings held, Action Plan (Stage 2 doc) underway, consultation underway. Interim review approved by NLHF.	<b>Milestone:</b> Proposed projects agreed with Partners, production of Stage 2 submission to plan.
			<b>Actual progress:</b> ft Development Officer to start 24/07/23. Contractors still to be engaged, some progress with stakeholder engagement. Partner steering group met and remaining 2023 dates set. <b>A</b>	<b>Actual progress:</b> DNPA FT Development Officer & RSPB PT Officer in post and working well. All Partners engaged and committed to bid development and future partnership working. Most of match funding identified. NLHF reporting and claims up to date. Contracts behind schedule. Area Action Plan writing on track. Stakeholder engagement underway but behind schedule. Evaluation and legacy planning not started, all development work planned and expected to complete to time and budget. <b>A</b>	<b>Actual progress:</b>	<b>Actual progress:</b>
22	<b>Developing a strong evidence base.</b> <b>Outcome sought:</b> An evidence base and strong partnerships with key organisations (e.g. universities) to support our work, report on the state of the National Park and evidence the impact of work to deliver the Dartmoor Partnership Plan.	AG	<b>Milestone:</b> Finalise Visitor Survey questionnaire and method, commence survey. Complete scoping of State of the Park and commence call for evidence.	<b>Milestone:</b> Finalise Visitor Survey and report on results. Complete State of the Park call for evidence and commence drafting.	<b>Milestone:</b> Finalise first draft for internal consultation.	<b>Milestone:</b> Finalise report, design and launch.
			<b>Actual progress:</b> Visitor Survey volunteers recruited and surveying has commenced. Survey also to be run from Visitor Centres. To run for 3 month period. State of the Park drafting commenced, first section completed and positively received. Awaiting comments from part of focus group. <b>G</b>	<b>Actual progress:</b> Visitor Survey finalised and results being compiled. State of the Park Report drafting commenced, circa 4 sections complete in draft form. 2 near final. <b>G</b>	<b>Actual progress:</b>	<b>Actual progress:</b>
23	<b>Integrated Management Plans for land owned by the Authority</b> <b>Outcome sought: To demonstrate best practice and appropriate experimentation on our own land to deliver multiple benefits in partnership with others.</b>	RD	<b>Milestone:</b> Identify all stakeholders that need to be engaged in developing integrated management plans for our land at Haytor and Holne. Create Terms of Reference for the work and determine if delivered by DNPA (subject to capacity) or externally (subject to budget)	<b>Milestone:</b> Commission work on Intergrated Management Plans subject to capacity and budget.	<b>Milestone:</b> 1st draft of IMP produced and shared with working party and LT.	<b>Milestone:</b> Final report produced, presented to Authority and subject to Member approval work and funding plan drawn up for 2024-25
			<b>Actual progress:</b> No capacity to start on this in Q1. <b>R</b>	<b>Actual progress:</b> To discuss at LT in terms of capacity and time <b>R</b>	<b>Actual progress:</b>	<b>Actual progress:</b>

**Priorities:**

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





NPA/AG/23/012

## Dartmoor National Park Authority

### Audit & Governance Committee

3 November 2023

## **Performance Indicators 2023/24 and Annual Ombudsman Letter**

Report of the Head of Organisational Development

Recommendations: **That Members:**

- (i) note the content of the report;**
- (ii) analyse the performance for 2023/24 to-date and consider any action which may be taken to maintain and/or improve performance or to address under performance; and**
- (iii) note the Annual Review Letter for 2022/23 received from the Local Government & Social Care Ombudsman**

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

- 1.1 This report informs Members of performance at Quarter 2 against the Authority's agreed performance indicator targets for 2023/24 and provides an opportunity to discuss, query and challenge performance against each indicator.

### **2 Performance Indicators**

- 2.1 The current performance indicator framework comprises a set of 36 indicators. The Authority's current set of performance indicators include 'state of the park' indicators that we have little direct influence over as well as more specific indicators about the Authority's performance. Some of these indicators are agreed locally and others are agreed nationally (i.e., required by Central Government or agreed with other National Park Authorities).
- 2.2 The governance arrangements for the Dartmoor Partnership Plan (National Park Management Plan) include the reporting arrangements for 'state of the park' indicators. These indicators are related to the Ambitions in the Partnership Plan and many are outcome based. We will report these separately to the Authority.
- 2.3 Performance indicators that relate to how our services are performing (a sub-set of all performance indicators) are monitored and reported to the Audit & Governance Committee during the year.

### **3 Performance for the first half of the business year 2023/24**

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

### **4 Observations**

- 4.1 The upward trend in determining applications within 8 weeks reflects improvements in planning data handling system (IDOX Cloud) after a considerable period of disruption. The planning team have received training and adapted processes to improve delivery. There are some ongoing issues and we are working with the system provider to resolve.
- 4.2 A review of resources has identified opportunities to restructure team, address skill gaps and advertise vacancies in Development Management and Forward Planning teams. This is aimed at providing better resilience where demands on the service remain high.
- 4.3 Member attendance at Authority meetings (April to September) was 84% against the target of 85%.
- 4.4 The number of public engagement events organised by the Authority will not meet the target (135) this year. This target was set when the Authority had more capacity to support public events, in particular the externally funded Moor than Meets the Eye programme, so will be revised next year.

### **5 Annual Review Letter 2022/23**

- 5.1 In July 2023, the Local Government & Social Care Ombudsman published its Annual Review letter (see Appendix 2) containing a summary of complaint statistics regarding Dartmoor National Park Authority for the period until 31 March 2023.
- 5.2 The Ombudsman investigated two complaints during 2022/23, neither were upheld.

### **6 Equality and Sustainability Impact**

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

### **7 Financial Implications**

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

### **8 Conclusion**

- 8.1 'Team Dartmoor' – staff, Members, and volunteers – continue to demonstrate dedication, flexibility, and commitment to maintain performance and in doing so remaining positive and supporting each other.

8.2 Members will note that the Authority has made satisfactory progress during the first six months of the business year.

NEIL WHITE

**Attachments: Appendix 1 – Performance Indicators 2023-24**

20231103 NW Performance Indicators 2023-24

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2021/22	Outturn 2022/23	Target 2023/24 to be completed	Quarter 1	Quarter 2	
<b>SUSTAIN - Conservation of the Natural and Historic Environment</b>								
S12	Number of working days lost due to sickness per Full Time Equivalent (FTE)	a) including long term absence	NW	4.17	11.4	7	5.03	5.19
		b) excluding long term absence		2.68	4.25	4	3.38	3.58
S13	% of enforcement cases resolved without the need for formal action	JA/NS/CB	97%	99.48%	90%	93%	94%	
S14	% of Membership attending Authority meetings	PB	Authority: 86% Development Mgt:86% Audit & Gov'nce: 81 % Overall attendance:86%	Authority: 86% Development Mgt:86% Audit & Gov'nce: 812% Overall attendance:84%	85%	Authority: 95% Development Mgt:95% Audit & Gov'nce: 79% Overall attendance:84%	Authority: 84% Development Mgt:84% Audit & Gov'nce: (no meeting) Overall attendance:84%	
S15	% of invoices paid on time	CAR	99.78%			100%	100%	
S17	% of appeals allowed against DNPA decision to refuse consent (low figure is positive)	CH/JA	34.7%	28.6%	33%	50.00%	0% (0/3) (38.5% year to date)	
<b>ENJOY - Promote a positive experience of Dartmoor National Park for Residents and Visitors</b>								
E1	Number of visitors to Visitor Centres at:	a) Haytor	CE	32,954	39,410	48,000	14,132	20,671
		b) Postbridge	CE	28,530	47,539	55,000	16,194	18,196
		c) Princetown	CE	34,699	53,867	65,000	14,132	23,002
		<b>TOTAL:</b>	CE	96,183	140,816	168,000	44,458	61,869
E4	Number of litter bags collected by DNPA staff or volunteers	SL	431	557	none set	253		
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)	NW	553.3 (6.6%)	103	400	67.5	0	
E10	Number of large scale organised events notified to the Authority and subsequently held on Dartmoor National Park (NB figures for large on road cycle "sportives" that we are not consulted on, are shown in brackets) [to be revised - see below]	AW	42	70	none set - record of trends	10	22 (notified of 17)	

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2021/22	Outturn 2022/23	Target 2023/24 to be completed	Quarter 1	Quarter 2	
	number of people participating	AW	13,211	12,303	reduce number of very large events	1,459	5,372	
E11*	Public engagement events	CP	75 events (2594) people)	110events (4798 people)	135	21 events (961 people)	12 events (1096 people) (33 events year to date)	
<b>PROSPER - Work towards ensuring Dartmoor has a thriving economy</b>								
P1	% of planning applications dealt with in a timely manner:	a) major applications determined within 13 weeks *If over 13 weeks Nos of PPAs or Exts	CH	0%	100%	50%	NIL%	NIL
		b) minor applications determined within 8 weeks *% determined if over 8 weeks with Exts	CH	61.3%	70.9%	65%	34% (15 of 44) 89% (39 of 44)	56% (18 of 32) 81% (26 of 32)
		c) other applications determined within 8 weeks *% determined if over 8 weeks with Exts	CH	71.4%	82.2%	85%	37% (27 of 73) 90% (66 of 73)	61% (51 of 83) 75% (63 of 83)
P2		a) % of all planning applications determined which have been approved	CH	91.2%	84.8%	no target - success is positive decisions for Dartmoor	88.03%	85%
		b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	CH	45.0%	52.9%	80%	80.00%	71%
		c) % of pre-applications for major applications which have been dealt with within 42 days	CH	Nil	100%	70%	NIL	NIL
P3	Volunteer Days	a) Total number of volunteer days organised or supported by the NPA	NW	8,417	9,627	9000 (inc volunteer conservation groups grand aided by DNPA)	217.65	118
				£100/day	£100 / volunteer day	£100 / volunteer day		
		b) Value (expressed in £) of volunteer days	NW (via NPE)	£841,700	£962,670	£900,000	£21,265	£11,600
P9	Number of:	a) Followers on Social Media	CE	74,350	60,712	95,000	88,384	92,340
		b) Subscribers to e-communications (running total)	CE	3,607	4,116	4,500		
		c) % opened	CE	30 <sup>36%</sup>	43%	45%		

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2021/22	Outturn 2022/23	Target 2023/24 to be completed	Quarter 1	Quarter 2	
P10	Number of unique visitors to website & page views	CE	525,735 / 1,949,771	2800 (Google Analytics not showing full data due to GA4 upgrade)	500,000 (data for unique visitors only)	6,788	452,000	
P11	Parish Meetings	% of Parish meetings attended at least once in the year	PB	72%	80%	80%	Reported Annually	
		a) Number of Parish meetings attended by Rangers / Officers	PB	12	39	53		16
		b) Number of Parish meetings attended by Members	PB	89	73	30		55
P12	DNPA attendance at Local shows	a) Number of shows attended	CP	3	15	18	1	14
		b) Number of contacts made	CP	823	2901	2,500	1,213	2,251
P13	Number of parishes engaged in preparing a community led plan during the year with advice /assistance from DNPA	Forward Planning	Not reported on	Not reported on		No longer reported on - only reactive support now provided and via links with Districts.		
P14	Donate for Dartmoor:	LT	£17,120 (Does not include Moor Otter income)	£17,876	£15,000	£2,025	£5,755 (£7,780 year to date)	

Family Performance Indicators

19 July 2023

*By email*

Dr Bishop  
Chief Executive & NPO  
Dartmoor National Park Authority

Dear Dr Bishop

### **Annual Review letter 2022-23**

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 2023. The information offers valuable insight about your organisation's approach to complaints. As always, I would encourage you to consider it as part of your corporate governance processes. As such, I have sought to share this letter with the chair of your organisation and Audit & Governance Committee to encourage effective ownership and oversight of complaint outcomes, which offer such valuable opportunities to learn and improve.

The end of the reporting year, saw the retirement of Michael King, drawing his tenure as Local Government Ombudsman to a close. I was delighted to be appointed to the role of Interim Ombudsman in April and look forward to working with you and colleagues across the local government sector in the coming months. I will be building on the strong foundations already in place and will continue to focus on promoting improvement through our work.

### **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:

**Complaints upheld** - We uphold complaints when we find fault in an organisation's actions, including where the organisation accepted fault before we investigated. We include the total number of investigations completed to provide important context for the statistic.

Over the past two years, we have reviewed our processes to ensure we do the most we can with the resources we have. One outcome is that we are more selective about the complaints we look at in detail, prioritising where it is in the public interest to investigate. While providing a more sustainable way for us to work, it has meant that changes in uphold rates this year are not solely down to the nature of the cases coming to us. We are less likely to carry out investigations on 'borderline' issues, so we are naturally finding a higher proportion of fault overall.

Our average uphold rate for all investigations has increased this year and you may find that your organisation's uphold rate is higher than previous years. This means that comparing uphold rates with previous years carries a note of caution. Therefore, I recommend comparing this statistic with

that of similar organisations, rather than previous years, to better understand your organisation's performance.

**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.

**Satisfactory remedy provided by the authority** - In these cases, the organisation upheld the complaint and we were satisfied with how it offered to put things right. We encourage the early resolution of complaints and credit organisations that accept fault and find appropriate ways to put things right.

Finally, we compare the three key annual statistics for your organisation with similar authorities to provide an average marker of performance.

### **Supporting complaint and service improvement**

I know that complaints offer organisations a rich source of intelligence and insight that has the potential to be transformational. These insights can indicate a problem with a specific area of service delivery or, more broadly, provide a perspective on an organisation's culture and ability to learn. To realise the potential complaints have to support service improvements, organisations need to have the fundamentals of complaint handling in place. To support you to do so, we have continued our work with the Housing Ombudsman Service to develop a joint complaint handling code that will provide a standard for organisations to work to. We will consult on the code and its implications prior to launch and will be in touch with further details.

In addition, our successful training programme includes practical interactive workshops that help participants develop their complaint handling skills. We can also offer tailored support and bespoke training to target specific issues your organisation might have identified. We delivered 105 online workshops during the year, reaching more than 1350 people. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training) or get in touch at [training@lgo.org.uk](mailto:training@lgo.org.uk).

Yours sincerely,



Paul Najsarek  
Interim Local Government and Social Care Ombudsman  
Interim Chair, Commission for Local Administration in England



**Complaints upheld**

The Ombudsman carried out no detailed investigations during this period

**Compliance with Ombudsman recommendations**

No recommendations were due for compliance in this period

**Satisfactory remedy provided by the organisation**

The Ombudsman did not uphold any detailed investigations during this period



NPA/AG/23/013

Dartmoor National Park Authority  
Audit and Governance Committee

3 November 2023

## Strategic Risk Register

Report of the Head of Organisational Development

Recommendation: **That Members approve the updated Strategic Risk Register attached at Appendix 2**

### 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 Authority adopted a new Risk Management Policy on 6 January 2023 [\[NPA/23/003\]](#).

3.3 The Authority’s Strategic Risk Register has been updated and is provided at Appendix 1 for comment and approval. 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).

3.4 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>

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

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

- 3.7 There have been no changes to the residual risk ratings since the Register was approved in May 2023.
- 3.8 Members are invited to discuss and approve the register, subject to any amendments Members may wish to make.
- 3.9 The Strategic Risk Register is 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 register, subject to any amendments Members may wish to make.

NEIL WHITE

**RISK DESCRIPTION :**

**RESIDUAL RISK RATING :**

**Performance :**

P1	<a href="#">Ineffective internal communication</a>
P2	<a href="#">Inadequate external communication and community engagement</a>
P3	<a href="#">Inadequate Information Management and Information Technology System failure. Inadequate Business Continuity Planning.</a>
P4	<a href="#">Inadequate focus on Performance Management (including customer service)</a>
P5	<a href="#">Lack of support and resources from partners/stakeholders to deliver on the actions in the Partnership Plan</a>
P6	<a href="#">Failure to determine major planning applications within the set Government target of 13 weeks</a>

Severe Risk
Severe Risk
Severe Risk
Material Risk
Material Risk
Severe Risk

**LT Lead**

NW
RD
AS
NW
KB
NW

**Strategy :**

S1	<a href="#">Failure to implement a robust culture of risk assessment and risk management.</a>
S2	<a href="#">Emergencies affecting land or buildings owned or leased by DNPA or operational activity</a>
S3	<a href="#">Managing officer workload. Our challenge will always be to ensure we set realistic work programmes but also improve organisational 'productivity'</a>
S4	<a href="#">Workforce planning/resilience: limited capacity to cover for absences of key posts. Difficulty to recruit to certain posts. The risk derives primarily from the lack of core funding and the inherent problem of retaining staff on fixed term contracts</a>
S5	<a href="#">Farming in Protected Landscapes (FiPL): risks associated with Authority's decision to participate in FiPL programme</a>
S6	<a href="#">Review of byelaws with respect to access land in Dartmoor National Park</a>
S7	<a href="#">Natural Flood Management</a>

Material Risk
Material Risk
Severe Risk
Severe Risk
Material Risk
Material Risk
Severe Risk

NW
AS
NW
KB
RD
RD
RD

**Finance :**

F1	<a href="#">Potential for reductions in National Park Grant (NPG) and / or changes in Defra's requirements via the National Parks Financial Grant Agreement).</a>
F2	<a href="#">Inadequate financial management</a>
F3	<a href="#">Appeals, Public Enquiries and enforcement action could expose the Authority to considerable financial risks and create poor PR</a>

Severe Risk
Material Risk
Material Risk

KB
AS
NW

**Governance :**

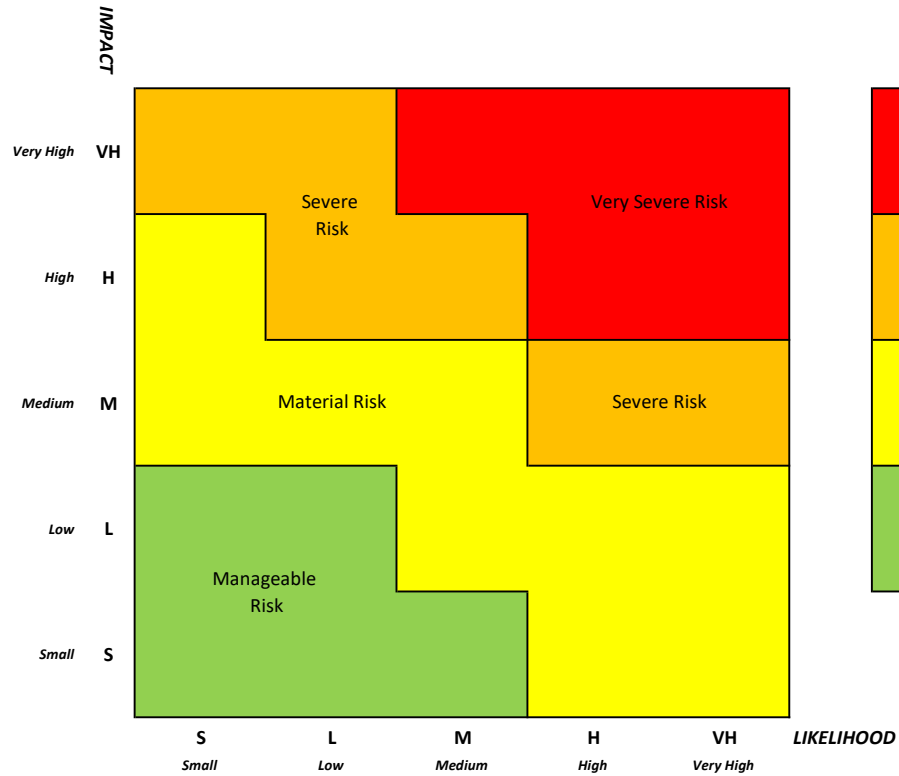
G1	<a href="#">Fraud &amp; Corruption</a>
G2	<a href="#">Inadequate procurement practice</a>
G3	<a href="#">Inadequate management (and success) of partnerships and projects</a>
G4	<a href="#">Inadequate decision-making process; inadequately documented decision-making process</a>
G5	<a href="#">Changes in legislation/failure to implement new legislation or policy</a>

Manageable Risk
Material Risk
Severe Risk
Material Risk
Material Risk

AS
AS
RD
NW
KB

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

**IMPACT**

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

**LIKELIHOOD**

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

P1 : INEFFECTIVE INTERNAL COMMUNICATION					
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
NW	Lack of understanding of objectives, targets, priorities, issues, and challenges Dis-engaged staff create a poor impression of DNPA when in-contact with the public and our stakeholders	Leadership Team meets every Monday morning for communication/diary catch up. Messages are then disseminated as appropriate. Key messages are communicated by email to all staff. Quarterly Senior Managers Meeting introduced in 2022. Monday Message (email) provides regular communication from Chief Executive to all staff and Members. "Golden thread" linking Partnership Plan and Business Plan with individual appraisals & 1:1s. Annual Team Dartmoor Day and individual Team Dartmoor days. Regular team meetings (via Teams as required/appropriate) MS Teams training provided to all staff (Spring 2022) Intranet & website Regular briefings to Members and two officer/Member working panels (via Teams as required/appropriate). Video conferencing facilities essential tools for internal/external comms supported by investment in new laptops and mobile phones. Inaugural Staff Conference (annual event) to be introduced December 2023 (members also invited).	Medium	High	Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Organisational Development Strategy "Developing Team Dartmoor" has a specific focus on improving internal communication and employee engagement. Staff survey undertaken every two years (last completed in 2019; next survey planned in 2023) with focus on employee engagement. Effective staff induction process in place. Communication methods constantly reviewed and mixture of written, online and face to face utilised. Ongoing engagement with staff and managers regarding future working arrangements, including flexible working. Review of hybrid working arrangements ongoing (October/November 2023).

**RESOURCES REQUIRED :**

Staff & Member time is needed to participate fully.

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Low	High	Severe 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	<p>Damage to reputation.</p> <p>Poor support from community, business &amp; stakeholders</p> <p>Lack of understanding of the value of DNPA and the work it does</p> <p>Confusion with other organisations</p> <p>Projects and key decisions not supported as no 'buy-in' from stakeholders</p>	<p>Communications strategy implemented through developing a forward plan.</p> <p>Supporting communication tools include:</p> <p>Media briefings &amp; releases</p> <p>Authority publications</p> <p>Authority Website</p> <p>Variety of forums</p> <p>Social media, films, and targeted e-newsletters</p> <p>Surveys</p> <p>Outreach and Engagement strategy developed with several projects and initiatives highlighted to target engaging with communities and key underrepresented groups</p> <p>Two Community Engagement Rangers retained on fixed-term contracts with external funding allowing continued engagement with new audiences</p>	Medium	High	Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

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

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

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

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

**RESOURCES REQUIRED :**

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

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Medium	Medium	Severe 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 A IT system to support the planning service has been procured – the project had some delays due to issues discovered during user acceptance testing. Staff are reporting some continued issues and frustrations with the new system and these are being picked up with the supplier.	Low	Very High	Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Head of ICT and the IT staff continually review and identify any actions with the Auhtority's IT systems and to move the systems and security of those systems forward.

**RESOURCES REQUIRED :**

Staff Time / Funds for new ICT hardware and software

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Low	High	Severe 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 Service dashboards and Staff Appraisal Scheme (updated for 2023/24) Audit & Governance Committee with clear remit to monitor and challenge performance. Suite of PIs that are focused on delivering against the Business Plan Parke House Project Management and staff trained maintaining focus on effective project management Robust and highly visible process for monitoring of key actions in the Business Plan. Detailed and thorough performance reporting and analysis by Leadership Team and Audit & Governance. Performance Improvement Policy Customer Service Standards Lessons learnt from complaints	Medium	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.  
 Review internal project management  
 Financial training for budget holders/senior managers

**RESOURCES REQUIRED :**

Staff time

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

**OUTCOME :**

Good performing organisation, with evidence of continuous improvement

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[Go to DASHBOARD](#)

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

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	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 current situation regarding agri-environment rollovers and the Defra commissioned independent review of protected site management has not helped with partnership working and created additional uncertainty though the review is an opportunity to potentially forge a new approach to deliver the Partnership Plan vision  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.	High	Medium	Severe 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 :**

				RISK RATING		
				LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>				Medium	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 MAJOR PLANNING APPLICATIONS WITHIN THE SET GOVERNMENT TARGET OF 13 WEEKS**

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
NW	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>	Medium	High	Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

New structure for Planning Service to take full effect January 2024 following appointment of Director to provide effective leadership and management.  
 Introduction of Principal Planning Officer/Senior Planning Officer positions provide opportunities for progression, aid retention and renewed focus on monitoring/enforcement functions.  
 Invest in development of Development Management team (e.g. Chartered Town Planning Apprenticeship) 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.

**RESOURCES REQUIRED :**

Staff time

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

**OUTCOME :**

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

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

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

**ADDITIONAL CONTROL MEASURES PLANNED :**

Ongoing financial management training for budget holders/senior managers provided by Head of Business Support

**RESOURCES REQUIRED :**

None.

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

**OUTCOME :**

Risk based approach embedded in culture of the organisation.  
All risks effectively managed.

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

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

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

**RESOURCES REQUIRED :**

PLANNED RESIDUAL RISK	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
	Small	High	Material 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. Implementation of the OD 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.	Medium	Very High	Very Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Hybrid working arrangements are being reviewed (October/November 2023) to ensure these support effective performance, whenever and wherever, it is undertaken.  
 Business Review outcomes are being carefully monitored to consider impact on officer workloads.

**RESOURCES REQUIRED :**

Staff time and resources to deliver an effective programme

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

**OUTCOME :**

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



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

**ADDITIONAL CONTROL MEASURES PLANNED :**

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

**RESOURCES REQUIRED :**

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

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

**OUTCOME :**

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

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**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 Natural England involved in Local Assessment Panel Ensure National Framework works with internal governance arrangements. Clear governance arrangements required at protected landscape level Establish terms of reference in line with Defra’s expectations for LAPs, particular care regarding “conflicts of interest”; careful consideration of appointment to LAP; training/guidance for panel members. Need to monitor behaviour and performance of Panel members to ensure probity	Medium	High	Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

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

**RESOURCES REQUIRED :**

Staff time and financial resources

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

**OUTCOME :**

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

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

			RISK RATING		
<a href="#">NB. key risks and full detail of mitigation measures are set out in Authority report dated 9 July 2021</a>					
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
RD	Legal risk of challenge of the process Staff resources Reputational risks	Clear communications through all stages Full public consultation and updates during review Thorough and considered approach to responses received through the consultation Process agreed with legal advisers Defra advice requested at start of the consultation period as well as during the update and review	High	Very High	Very Severe Risk

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

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

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

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

<b>S7 : NATURAL FLOOD MANAGEMENT</b>					
			<b>RISK RATING</b>		
<b>LEAD</b>	<b>CONSEQUENCE IF NO ACTION</b>	<b>CONTROL MEASURES TO MANAGE RISK</b>	<b>LIKELIHOOD</b>	<b>IMPACT</b>	<b>RESIDUAL RISK RATING</b>
RD	<p>Failure to meet Partnership Plan objectives.                      Reputational damage if projects not delivered or not delivered on time.                      Potential impact on staff retention and recruitment.                      Failure of partnership arrangement.                      Financial concern if lack of match funding available for National Lottery funding programmes.</p>	<p>Clear terms of reference, agreed objectives and outcomes, roles, responsibilities, and exit strategies with regular review.                      Consistent internal and external communications                      Regular 1:1s and appraisals with staff and also updates from partners.                      Regular meetings between senior managers from both organisations.</p>	Medium	High	Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Scheduled meetings and clear timeline with milestones for delivery.

**RESOURCES REQUIRED :**

Senior staff time to monitor progress; communication strategy

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

**OUTCOME :**

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

F1 : Potential for reductions in National Park Grant (NPG) and / or changes in Defra’s requirements via the National Parks Financial Grant Agreement)					
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING		
			LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
KB	<p>Insufficient funds to meet statutory requirements and delivery of National Park Purposes.</p> <p>Failure to meet Performance Targets</p> <p>A new National Parks Financial Grant Agreement has been put in place by Defra for all NPAs; the addition of a new clause allowing Defra to alter its requirements (of NPAs) may risk the Authority’s ability to exercise complete independence and fulfil its business plan objectives</p>	<p>The Authority completed a Business Review during 2022/23 to reduce costs/increase income. Proposal to establish a charitable trust as a vehicle for income generation in support of National Park purposes.</p> <p>Robust level of Reserve Balances maintained.</p> <p>Strong budget management and procurement performance and evidence of using resources efficiently and effectively . One-off grant paid to the Authority by Defra in March 2023 will be used to help balance the budget in 2023/24 and 2024/25 whilst we build the case for a long-term solution - an increase in core grant.</p>	Very High	High	Very Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

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

**RESOURCES REQUIRED :**

Officer time

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

**OUTCOME :**

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

**F2 : INADEQUATE FINANCIAL MANAGEMENT**

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
AS	Unfunded budget variance. Under spend of core grant Reputational damage	Robust budget monitoring and procurement process. 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	High	Severe 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.

**RESOURCES REQUIRED :**

Staff time and training resources

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

**OUTCOME :**

Financial outturn on target

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

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
NW	Bad decisions that damage Dartmoor Additional costs and significant budget overspend Loss of public confidence Poor PR	Head of Development Management 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)	Medium	Very High	Very Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

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

**RESOURCES REQUIRED :**

Staff time and financial resources

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

**OUTCOME :**

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

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**G1 : FRAUD AND CORRUPTION**

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

**ADDITIONAL CONTROL MEASURES PLANNED :**

Risks monitored especially during financially difficult times

**RESOURCES REQUIRED :**

Staff time

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

**OUTCOME :**

Staff aware of risks and controls regarding fraud & corruption



**G2 : INADEQUATE PROCUREMENT PRACTICE**

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

**ADDITIONAL CONTROL MEASURES PLANNED :**  
 On-going staff training on procurement rules and procedures and project management

**RESOURCES REQUIRED :**  
 Staff time and potentially resources if purchasing is to adopt more sustainable principles

	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
<b>PLANNED RESIDUAL RISK</b>	Low	Medium	Material 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	<p>Failure to meet DNPA objectives.</p> <p>Inadequate SLAs and potentially poor performance, service failure &amp; reputational damage.</p> <p>Inadequate contract conditions/ management structure &amp; dispute resolution process.</p> <p>Failure of partnership arrangement.</p> <p>Financial over-commitment by the Authority due to unpaid grant claims.</p>	<p>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.</p> <p>Risk Assessments.</p> <p>Standing Orders.</p> <p>Financial Regulations.</p> <p>Internal/External Audit.</p> <p>External partners' controls</p> <p>Embedded link between project management and personal performance management via appraisals, work plans and the Business Plan. Performance monitoring - Business Plan.</p>	Medium	High	Severe Risk

**ADDITIONAL CONTROL MEASURES PLANNED :**

Ongoing monitoring of compliance with procedures and staff training.

**RESOURCES REQUIRED :**

Staff time and ongoing SLA with Devon legal

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

**OUTCOME :**

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

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

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

**ADDITIONAL CONTROL MEASURES PLANNED :**

Ongoing training for staff and Members

**RESOURCES REQUIRED :**

Staff & member time and training resources

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

**OUTCOME :**

Low level of complaints, appeals & legal challenges

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

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

**ADDITIONAL CONTROL MEASURES PLANNED :**

Various legislation relating to planning to be monitored closely by Head of Development Management and Senior Policy Officer.  
 Engaging with Defra on Government response to the Landscapes Review

**RESOURCES REQUIRED :**

Staff time with a plethora of legislation and consultations being issued

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

**OUTCOME :**

Legally compliant with no challenges through Judicial Review