



NPA/AG/21/010

Dartmoor National Park Authority Audit and Governance Committee

5 November 2021

Outreach and Engagement Strategy 2020 – Annual Update

Report of the Head of Outreach and Understanding

Recommendation: **Note the impact that the Outreach & Engagement Strategy has had in year one of implementation in this report and at Appendix 1**

1 Introduction

- 1.1 The report from the Landscapes Review led by Julian Glover has reminded us that National Parks were designated in part to provide a healing space, both mentally and physically, for the many. They were meant to be for everybody. The reality is that there are parts of society who are 'disconnected' from National Parks and as a society we are increasingly disconnected from nature.
- 1.2 In addition, the 25 Year Environment Plan and the Dartmoor National Park Management Plan both highlight the importance of engaging with new audiences, especially young people as those who stand to benefit from and contribute to Dartmoor in the future.
- 1.3 Our response to these local and national policy drivers was to develop an Outreach and Engagement Strategy. The strategy and supporting evidence was formally adopted by full Authority on 6 November 2020.
- 1.4 The purpose of the strategy is to bring together existing activities and programmes alongside the development of ambitious new projects and initiatives to connect people with place – for people's well-being and for the protection and conservation of Dartmoor. Some of these ambitions will require external funding bids to enable delivery however this strategy sets our direction and provides the framework for us to do this.
- 1.5 This report provides a summary of progress against actions and ambitions over the last twelve months.

2 Reporting on progress – one year on

2.1 The Outreach and Engagement Strategy has brought focus to our work and has resulted in significant funding and growth opportunities. Four ‘case studies’ to illustrate success are provided over the next pages. Appendix 1 provides the Vision, with aims and objectives for the three key audiences along with ‘headline’ updates against the original strategy Action Plan table approved by Authority - November 2020.

2.2 **a) Delivery – virtual and real; near and far**

2.2.1 For the early part of 2021 we faced Covid-19 lockdowns and restrictions. Across the Outreach & Understanding and Communications Teams this meant taking our offers into the virtual world provided by social media, You Tube, virtual talks, events and festivals.

2.2.2 Examples of this include: evening talks by experts (geology and archaeology), virtual festivals and mini-events, invitations to explore nature locally using a Dartmoor context to develop nature connections, working with partners on collective virtual opportunities to increase audience reach and webinar style talks to specialist groups from as far afield as Kent and Northampton.

2.2.3 Interestingly this resulted in greater ‘outreach’ – developing relationships with and speaking to new audiences: younger people, those who may otherwise have been working; older people and those who would not have travelled; increased geographical reach; increased interaction through social media.

2.2.4 Learning from this we anticipate continuing at least some virtual events into the future as a ‘blended’ approach to maintain contacts and to continue reaching new audiences. Examples of this approach to illustrate numbers reached:

- Our own virtual talks and events attracted 729 participants to 12 events over 10 days;
- The one day face-to-face Postbridge Heritage event was supported by an online Heritage Festival over two weeks with four illustrated talks covering the Black Death, Military on Dartmoor, Farming, and the History of the Moor in 10 artefacts. 321 attended these talks live as they were broadcast on YouTube. 89% people said they had enjoyed the talk and 79% of respondents said they had learnt something new about Dartmoor’s heritage;
- With Devon Local Nature Partnership’s Naturally Healthy Working Group the *Naturally Healthy May* social media campaign had a total reach and ‘impressions’ of 67,328 with a ‘total engagement’ of 1,866 (Engagement includes likes, comments, click-throughs, shares and views for Facebook, Twitter and Instagram.)

2.2.5 As we moved out of lockdown and into Step 4 of the Roadmap we began to increase ‘real world’ provision, examples included:

- The ‘launch’ opening of Postbridge Visitor Centre on 11th July with an open day which included a wood turning demonstration, the Outreach Vehicle and roaming otter, self guided trails, and guided walks. Over 100 turned up on the day despite unseasonable weather. For visitors and staff alike, there was a

great relief and joy at being out again with other people. 93% people said they had enjoyed the event with 86% saying they had learnt something new.

- Meldon Wildlife Festival – a return of this popular event engaging people with the natural world which saw 12 partner organisations attend attracting an audience of between 420 – 470 (estimates) people;
- Visitor Centres ‘events week’ in May Half Term – Mad About Mapping. Participants providing feedback - 100% said ‘very good’. Some new audiences gained by the Primary Times advert and most events were up to 100% capacity. 13 events with approximately 300 participants. In October the focus changed to the Time for Nature challenge to support wildlife conservation and to share our 70th Anniversary messages;
- Being part of Moorland Guides *Dartmoor Walking Festival* – contributing led walks that explored archaeology and the work of the Authority;
- “Templar’s Tramway” – a theatrical event to celebrate the 200-year anniversary (in the same way Tokyo 2020 took place in 2021) of the Haytor Granite Tramway which drew over 50 audience-participants for a ‘theatre-walk’ that paid fitting tribute to George Templer;
- A summer of engagement with the natural world: ‘Wildlife Wednesdays’ at visitor centres which were attended by 90 children on 5 events during the school holidays; the virtual or self-led ‘Time for Nature Challenge’ – which offered a variety of ways for people to undertake nature activities – collecting points for Bronze, Silver or Gold Awards – and contributed to the wider celebration of DNPA’s 70th Anniversary;
- As schools returned so they recognised the need for and benefit of outdoor learning experiences for children’s mental well-being, for curriculum enrichment and for linking classroom study with real world experience - we saw a gradual, creeping return to requests for led events on the moor in summer term turn into a steady stream of demand in the autumn. 927 children benefiting on 28 events for schools that enriched curriculum and learning;
- The second successful Moor Otters project – to be reported in full at DNPA meeting 3.12.21 – but here to summarise: a great opportunity for thousands of people to engage in the otters’ trail, understanding more about opportunities offered on Dartmoor, with a good level of participation from schools along with excellent outreach to ‘Hard to Reach’ community groups that initially engaged with the project and developed otters for the trail. These are people and groups we have not engaged with before and we will be engaging with them further based on relationships established by the Otters Project. The school exhibition contained mini-otter sculptures designed and covered in a variety of media by nine different schools. A video with design statement segments and comments from the pupils accompanied the exhibition. This was well-received by visitors and families – especially the parents of the participants who were amazed to see the work in a ‘true’ exhibition;
- Further - The Roaming Otter “All Creatures Great and Small” accompanied our Outreach Vehicle on all summer deployments and was also displayed at the “Wild Wednesday” events each Wednesday during the School Summer holidays and also attended the Tour of Britain Cycle Event appearing on the TV footage from the event. In general terms about half of visitors to the Outreach Vehicle came specifically to see the Roaming Otter, although most were curious about the otter and almost all would have learned more about Moor Otters Arts

Trail before they left. In the months of July, August and September 2231 visitors were recorded, plus those that attended The Devon County Show (3 Days), Okehampton Show (1 day), The Meldon Wildlife Day (1 day), Wildlife Wednesday events and the Tour of Britain. Footfall at the Devon County Show and Okehampton Show were particularly high;

- Since July 1 the Small Gallery space at Princetown Visitor Centre has hosted 'Shared Worlds' - 26 pieces of abstract art from a social-art project with Arts Lab. A group of 10 male prisoners at HMP Dartmoor and artist Sara Downham-Lotto have collaborated to produce a body of work for display both inside and outside the prison establishment. The project, organised by Arts Lab in partnership with HMP Dartmoor and funded by the National Lottery Community Fund, is called The Great Prison Art Exchange.

2.3 **b) Creating partnerships**

2.3.1 The original Outreach & Engagement Strategy identified strategic opportunities for partnerships that would result in additional funding and capacity to support this area of work. Inevitably some did not come to fruition, for example the proposed 'Great Big Walk Out', but others were successful and the strategy was helpful in providing support for these areas of work, notably:

- The partnership with Clarion Housing drew in a small amount of additional funding but more significantly has left us a legacy of a working relationship with a significant social-housing provider in Plymouth helping us reach communities and people who we would otherwise not have the capacity to engage. These communities are precisely those that Glover identified as 'missing' from our current visitor demographic. Some headline indicators are provided in the updated Action Plan table at Appendix 1.
- *Generation Green* (reported to Authority 8 January 2021) brought additional capacity in the form of our Youth Engagement Ranger allowing us to grow our Junior and Youth Ranger offers – both in volume and in reach. Some headline indicators are provided in the updated Action Plan table at Appendix 1. Again, the significant legacy from this project will be the evidence that we can work collaboratively on a complex project across all 10 English National Parks, work with other key national stakeholders and contribute collectively to the 'levelling up' agenda.

2.4 **c) Responding to challenges**

2.4.1 Covid lockdowns and release brought challenges in 2020 which took all UK protected landscapes and coasts by surprise. In 2021 a far more proactive approach to managing the relationships with visitors was employed to maximise understanding of Dartmoor as a special place which included:

2.4.2 **Engagement Volunteers**

This year we piloted having Engagement Volunteers patrolling some key honeypot sites including Haytor, Postbridge, Wistman's wood track and Foggingtor. The trial ran from the beginning of April until the middle of September. We started recruiting from our current pool of Voluntary Wardens and later widened the offer out to all volunteers on our records. We ended up with a pool of 20 volunteers with 8 of them being very active. The Engagement Volunteers patrolled from 11:00 – 16:00 each

weekend day and completed circa 40 weekend patrols equating to 400 person hours volunteering, making a significant and valuable contribution to visitor engagement for which officers are very grateful.

2.4.3 Dartmoor Marshals

The Marshals started patrolling every Friday and Saturday evening from May 8th. We initially had four Marshals (two pairs) working in the centre of the moor. The Marshals would patrol between the hours of 16:00 – 21:30. One pair of Marshals would focus their time around Two Bridges (Wistman's) area whilst the other pair would patrol pre-agreed potential problem areas including Bellever, Roborough down and Cadover. In August we increased the Marshal provision to every evening until 6 September, this was to provide extra cover for the school holidays. Okehampton Hamlets Parish Council requested that an additional two Marshals patrol the Okehampton Meldon areas every Saturday evening. The cost of this was met by the Parish Council. In total the Marshals provided cover on 61 evenings circa 1408 person hours patrolling.

2.4.4 The Marshal scheme is a partnership project managed by DNPA. The partners include The Office of Police and Crime Commissioner, Forestry England, National Trust, Woodland Trust, Dartmoor Common landowners Association, a private landowner and Okehampton Hamlets Parish Council.

2.4.5 In summary, both the Engagement Volunteers and the Dartmoor Marshal schemes have worked very well this year. We have received very positive feedback from partners and landowners in particular regarding the Marshal provision. The Ranger team have witnessed fewer issues to deal with the following day. The Marshals have also helped to prevent low level antisocial behaviour at sites like Bellever which has not only helped look after the environment but it has also helped support the local communities that live in close proximity. We have already been approached by some partners asking if we are going to be running the Marshal scheme again and showing their support for next year.

3 Future opportunities

3.1 The Outreach & Engagement Strategy was helpful in providing background evidence and direction of travel for the successful Green Recovery Challenge Fund bid 2 (GRCF2 bid) which was approved by Members on 30 April 2021.

3.2 The successful bid provides capacity for the Authority and partners, through the employment of three Engagement Rangers and four Conservation and Access Trainees, to build on the work already undertaken. The experiences, learning and evaluation of the Community Engagement Rangers will help provide further evidence for longer term National Heritage Lottery Fund bid (NHLF) which will seek to develop the 'embedded' Community Development Workers identified in the Outreach & Engagement Strategy.

4 Sustainability and Equality Impact

4.1 The Outreach and Engagement Strategy specifically and explicitly aims to create an approach with equality at the very core of our work – making Dartmoor accessible to those who may otherwise find barriers to developing a relationship with Dartmoor.

5 Financial Implications

- 5.1 The strategy has already proved a useful document in initiating conversations with partners, in developing shared trajectories for outreach and in delivering successful funding bids – Clarion Housing and Green Recovery Challenge Fund *Generation Green* being two examples explicitly identified in the original document in 2020.
- 5.2 The Outreach and Engagement Strategy was also significant in setting ambition, direction of travel and outcomes for the successful second *Green Recovery Challenge Fund 2* bid.

6 Conclusion

- 6.1 Formally adopting the Outreach and Engagement Strategy has brought focus and ambition to our work, demonstrated a strong response to the Landscapes Review (Glover Review) recommendations, the 25 Year Environment Plan and the Dartmoor National Park Management Plan and will continue to be a crucial document to engage partners and stakeholders when developing funding bids.
- 6.2 Our long-term success will be measured by seeing a greater diversity of people engaging with Dartmoor, feeling welcome, comfortable and able to visit if they want to. The physical, socio-economic or cultural barriers that have prevented them coming, will have been removed. In the first year of the strategy, despite the challenges that Covid-19 presented, there has been significant progress.

ORLANDO RUTTER

Background Papers: Changing Lives, Nurturing Nature - Revised application to the Green Recovery Challenge Fund 2021 (NPA/21/016)
Dartmoor NP outreach & Engagement strategy 2020 (NPA/20/026)

Attachments: Appendix 1 - Outreach and Engagement Strategy – Vision, Aims and Objectives, Table of Actions and annual update

20211105 OR Outreach and Engagement Strategy update

Outreach and Engagement Strategy
Table of Actions with Annual Update
Conserving Landscapes, Changing Lives

This strategy focusses on how Dartmoor National Park Authority, working in partnership with others will deliver our long-term vision and ambitions identified in the Management Plan Review and rise to the challenges highlighted by the Glover Landscapes Review.

Our vision for Dartmoor

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

Our strategy aims

We know that to achieve our vision we must engage with new audiences and continue to connect with our existing ones. Our aim through this strategy, is to create a lasting, positive impact on people, that would lead to enjoyment of the National Park, improved health and wellbeing and ultimately a renewed care, understanding and stewardship of Dartmoor and other special places across the UK.

By 2025 we would hope to demonstrate we have seen a 10% increase in our key priority audiences.

A Potential Visitors

Aim

- A wider diversity of people engaging with Dartmoor – new audiences enjoying the National Park and developing an increased understanding of its special qualities, contributing in their own way to the conservation and enhancement of Dartmoor

Objective

Develop our existing practice, new and innovative programmes to connect with currently under-represented groups whether by socio-economic status, ethnicity or other indices of diversity. We will engage with groups that work with our new audiences.

Ensure new programmes are led by an understanding of each audience, their motivations and needs. The role that Dartmoor can play in making a difference to their lives will be a significant part of each of the projects listed.

In the first five years we will use targeted interventions, actions and activities to reach out to our priority groups. Some of this will rely on precise data – such as indices of multiple deprivation, some will rely on working with new and existing partners and some will be project-based actions, co-designed with our audiences.

Audience: Potential Visitors				
	Activity / project / audience / summary	Original Timeline	Update – November 2021	Measures of success <i>(only 'headline' indicators reported)</i>
Existing resources	Outreach Vehicle – Review use – use the successful 'shows' engagement model	Identify communities – winter 2020. Deploy – 2021 onwards	Deferred to winter 2021. Covid has meant that much of 2020 and early 2021 was reactive – with pressures on the moor being responded to by multiple teams which included the Outreach and Understanding team.	To be reported 2022.
	Informal Learning	Review: winter 2020. Deploy 2021	Similarly – deferred to winter 2021.	To be reported 2022. Review completed. New deployment implemented. Numbers of participants.
	Visitor Centres	Develop the programme: winter 2020. Deploy 2021 onwards.	Programme developed over winter 2020 with implementation by Outreach & Understanding Team staff throughout the summer/autumn of 2021 as the country emerged from Step 4 of the Roadmap out of Lockdown. Based at the Visitor Centres at Haytor and Postbridge and at local hotspot Deeper Marsh - sessions explored wild art, river life, Dartmoor's flowers, making bracelets from nettles and investigating plants. Having the roaming otter attracted additional people	13 events More than 300 participants

Audience: Potential Visitors				
	Activity / project / audience / summary	Original Timeline	Update November 2021	Measures of success (only 'headline' indicators reported)
New Resources	Embedded Community Development model - Ambitious bid for 5 year project, 3 new Community Development workers in urban localities off Dartmoor.	Bid worked up 2021	<p><i>Green Recovery Challenge Fund</i> bid 2 (GRCF2) – identified three Community Engagement Rangers as core part of bid. Bid successful August 2021. Currently recruiting; project to start in January 2022.</p> <p>Will use experiences and learning from both <i>Generation Green</i> and GRCF2 to develop a larger, longer term and more ambitious 'embedded' community development NHLF bid in 2022.</p>	<p>Bid has been successful. Project implementation started. Project milestones – on-track.</p> <p>NHLF bid being developed.</p>
	Moor for All People (MAP)	Bid worked up autumn 2020 as part of C-19 recovery.	<p>Not pursued.</p> <p>Officer leading has left – no succession to support this area of work. Opportunity to work into NHLF bid being explored.</p>	
	Ranger Ralph for children in care – Develop a free membership programme	Proposal to County Council early 2021 to work up joint bid	Deferred to winter 2021. Covid has meant that much of 2020 and early 2021 was reactive – with pressures on the moor being responded to by multiple teams which included Outreach and Understanding team. Some limited Ranger Ralph activity was helpful at maintaining contact with people.	To be reported 2022. More children from disadvantaged backgrounds have the chance to connect with the NP
	Clarion Housing Ambassadors	December 2020 - 2023	Despite Covid – successful partnership established. Funded part of this project concluded in August 2021 but continued opportunities for joint working with people from Clarion Housing's Plymouth holdings provide legacy opportunity which will increase our 'audience reach' into target communities.	<p>Bid was successful. 72 young people contribute a total of 396 hours social action conservation work. Five Partnerships established – with community volunteering organisations, charities and landowners.</p>

Audience: Potential Visitors				
	Activity / project / audience / summary	Original Timeline	Update November 2021	Measures of success (only 'headline' indicators reported)
New Resources	Access Unlimited - Coalition led by YHA (with FSC, Outward Bound, Scouts/Guides & NPAs) – seeking funding.	Coalition Bid submitted summer 2020. We would look to develop a local bid if this is unsuccessful.	<i>Generation Green</i> bid was successful February 2021. Project started late spring 2021 with employment of Youth Engagement Ranger, young people recruitment and delivery from July 2021. One YHA residential complete (every child under the stars) with another planned late November. Successful project both locally – engaging young people with Dartmoor but at English National Parks level showing ability to collaborate on significant projects with major partners across perceived 'boundaries' or NP silos.	Bid was successful. Resulted in one new 0.6FTE employment; Young People recruitment – increased numbers by 100% (on target) with significant (51%) 'new' recruits from target areas of urban-deprivation. 15 events have resulted in cumulative 139 young person-days of social action conservation work.
	Great Big Walk Out – UK NPA Learning & Outreach Officers – direct response to Covid-19 as part of recovery.	Bid to Defra March 2021	Bid unsuccessful at National level.	
	Social Prescriber link-workers - Develop new relationships with social prescribers	March 2021 start	Links through <i>Devon Local Nature Partnership</i> (D LNP) have developed a social prescribing model at a Devon level that includes Dartmoor as a clear offer, currently limited uptake in early C-19 restriction. Additionally – work with D LNP has resulted in a 'caring for carers' offer to NHS staff and other key workers in response to the evidence emerging around the significant mental health impacts COVID has had on our NHS frontline staff - some 'keyworker' events planned in November. Will be evaluated and reported.	Evaluation of D LNP initiatives: Social prescribing and 'key worker' support will be reported in 2022.

B Existing Visitors

Aim

- Our current visitors and communities continuing to enjoy Dartmoor, developing to a greater understanding of Dartmoor that will inspire them to care. Developing, nurturing and fostering deeper relationships between people and place that may lead to positives such as improved health and wellbeing, volunteering and positive environmental behaviour

Objectives

Use our existing staff-skills, resources and experience to develop new ways to maintain contact with our existing visitors, helping them connect or reconnect with Dartmoor through the provision of engaging, targeted audience specific activities and events.

Continue some of our current activities and develop new ways to engage with the many loyal audiences we already have, both at a large scale connecting with large groups of people through a single event or activity, as well as the deeper projects that provide opportunities for individuals in a smaller group.

Audience: Existing Visitors				
	Activity / project / audience / Summary	Original Timeline	Update November 2021	Measures of success (only 'headline' indicators reported)
Existing resources	Festivals and events - To engage at scale with visitors who already have a relationship with Dartmoor	Virtual in 2020. Events from 2021	<ul style="list-style-type: none"> The 'launch' opening of Postbridge Visitor Centre with a mini cultural heritage festival Moor Otters. Engaged with existing and new visitors helping people connect with Dartmoor and each other through a shared Facebook group. Improving physical and mental wellbeing Meldon Wildlife Festival – a return of this popular partnership event creating opportunities for people to engage with the natural world Contributing to Moorland Guides <i>Dartmoor Walking Festival</i> "Templar's Tramway" – celebrating the 200 year anniversary of the Haytor Granite Tramway 	<ul style="list-style-type: none"> Postbridge Visitor Centre launch was attended by 100 participants. Meldon Wildlife Festival was attended by between 420 – 470 participants and supported by 14 partner organisations. The Templer Theatrical performance drew an audience of 54 people. Qualitative feedback from all events was positive to enthusiastic – for example: from Postbridge launch - 93% people said they had enjoyed the event with 86% saying they had learnt something new.
	Create three themed Visitor Centres that stand-alone as attractions in their own right by developing engaging interpretation and family activities	Virtual in 2020. Events from 2021	Wildlife Wednesdays were a series of drop in activities around the moor using the Time for Nature Challenge. Based at the Visitor Centres at Haytor and Postbridge and down at local hotspot Deeper Marsh sessions explored wild art, river life, Dartmoor's flowers, making bracelets from nettles and investigating plants. Having the roaming otter attracted people to find out more.	90 children (with parents!) over the course of 5 events during summer. Qualitative feedback example: "Thanks for all your hard work, we've had so much fun"

Audience: Existing Visitors				
	Activity / project / audience	Original Timeline	Update November 2021	Measures of success (only 'headline' indicators reported)
Existing resources	On site interpretation and information - Review and completely refresh	Review Implement for 2021 season.	Strategic review process started August 2021 – identifying current provision, historical precedent, needs today, audience focused and location specific needs analysis.	To be reported 2022. Increased knowledge, understanding and 'care'
	Co-creation engagement to target specific audience segments with communities of interest to build on existing partnerships	2021	As part of the <i>Green Recovery Challenge Fund</i> bid 2 (GRCF2) there is a significant piece of work to engage with and develop new routes, good practice and relationships with the cycling community of interest.	To be reported 2022. Numbers of successful engagements & participants. Number of partnerships developed.
	Review formal education offer	Winter 2020 - 2021	Covid halted all school trips and much in-school teaching for 2020 and the first part of 2021. Our outdoor learning offer has been hugely appreciated in its current form as schools return and seek to find ways to enrich curriculum learning through outdoor experiences. This was not a time to conduct a review process. A review will be appropriate, with stakeholders (schools and other outdoor learning providers) as all feel their way into the 'new normal'.	To be reported in 2022.
	John Muir Award – review efficacy and reach	Winter 2021		To be reported in 2022.

Audience: Existing Visitors				
	Activity / project / audience / Summary	Original Timeline	Update November 2021	Measures of success (only 'headline' indicators reported)
New Resources	<p>Outreach Rangers for heavily used sites – with focus on young people and families - To engage people at some of our busier sites where we have experience of anti-social behaviour in the past.</p>	<p>Implement for 2021 season if funding available.</p>	<p>Success of Engagement Volunteers and Marshals described in main body of report.</p> <p>As part of this wider engagement visitor surveys were carried out by the Outreach Team, by Conservation & Access Trainees and by some engagement volunteers.</p> <p>These experiences have been used to inform the GRCF2 bid with the success of increasing provision through appointment of 3 new 'Community Engagement Rangers'.</p>	<p>Hours of volunteering to support engagement: excess 400</p> <p>Hours of Marshal deployment: 1048</p> <p>Some headlines from the visitor surveys:-</p> <p>For 16% this was a 'first trip'. 48% of visitors surveyed were from Devon, most of the remainder were from southern England.</p> <p>Age profiles:-</p> <p>Under 16 = 18%</p> <p>16-24 = 7%</p> <p>25-34 = 14%</p> <p>35-54 = 30%</p> <p>55-64 = 14%</p> <p>65+ =17%</p> <p>3.5% identified as 'non-white'.</p> <p>Reasons for visiting – most popular: walking, access to water, space/health/fresh air ...and tracking the 'roaming' Otter with the Outreach Vehicle.</p>

C Local Communities

Aim

- Our current visitors and communities continuing to enjoy Dartmoor, developing to a greater understanding of Dartmoor that will inspire them to care. Developing, nurturing and fostering deeper relationships between people and place that may lead to positives such as improved health and wellbeing, volunteering and positive environmental behaviour. This strand of work will focus on **communities of place** rather than communities of style, purpose or specific audience 'segments'.

Objectives

Build on established relationships with Dartmoor community organisations – for example those that we have developed either through Parish Councils, the Dartmoor Volunteer Groups' network, communities of place who have received a Coronavirus Community Support Grant and community organisations active in a locality, e.g. Be Buckfastleigh.

Explore opportunities to develop new relationships with other groups – especially where those groups are active in localities with any of the indices of deprivation.

Audience: Local Communities				
	Activity / project / audience / Summary	Original Timeline	Update November 2021	Measures of success (only 'headline' indicators reported)
Existing resources	Dartmoor Community – specific targets to understand local areas of deprivation and develop targeted interventions.	Once C-19 restrictions are lifted.	Much of the work in 2021 was reactive to events out on Dartmoor as people returned post-lockdown. As we proceed through the winter, with schools returning and some increased understanding of what 'living with Covid' means we will address this action.	To be reported in 2022 update.
	Co-creation engagement with communities of place to build on existing partnerships	2021 with community groups	Examples include:- <ul style="list-style-type: none"> • Support given throughout 2020 and into early 2021 by the <i>Coronavirus Community Support Grant</i>, • Support for Be Buckfastleigh's <i>Growing Great Ideas</i> bid 	64 CCSG grants to communities across Dartmoor have been issued and the budget of £27,000 spent. <i>Growing Great Ideas</i> to report in 2022
	Visitor Centres - Develop a range of activities and events to support community outreach work	Once C-19 restrictions are lifted.	See previous narrative about Wildlife Wednesdays using the Time for Nature Challenge. Gallery: 'Shared Worlds' - 26 pieces of abstract art from a social-art project with Arts Lab. A group of 10 vulnerable male prisoners at HMP Dartmoor and artist Sara Downham-Lotto have collaborated to produce a body of work for display both inside and outside the prison establishment.	13 events 300+ participants 100% rating the experience 'very good'

Audience: Local Communities				
	Activity / project / audience / Summary	Original Timeline	Update November 2021	Measures of success (only 'headline' indicators reported)
New Resources	Moorscapes: Build on the legacy of the Moor than meets the eye Parishscapes project	October 2020	Not pursued.	
	Everyone matters - Develop and pilot a new outdoor focused curriculum for those pupils with different skills as an alternative to traditional academic learning methods	TBC	Despite Covid restriction we continued support for small 'home school' groups – leading trips, events and fieldwork experiences on Dartmoor to enrich home-learning. Building on this alongside <i>Generation Green</i> and the new GRCF Conservation Trainees provides a progressive model of opportunities. Further evaluation, review and refinement scheduled for 2022.	63 home-school children have benefitted from this pilot approach with fieldwork-curriculum enrichment.
	A38 Corridor – communities: co-create a programme of activity to support health and well	TBC	Initiated through the Green and Active travel vision and <i>Growing Great Ideas</i> bid submitted by Be Buckfastleigh. Actions will be included in next NHLF bid.	Detail in reporting 2022.
	Citizen Science Programme Pilot programme of Wildlife Wardens in parishes in the Teignbridge part of the National Park	2020	One of the GRCF2 Community Engagement Rangers will have a specific focus in 2022 on developing new Citizen Science public engagement opportunities. iNaturalist has been developed by volunteer leads across a number of English National Parks, including Dartmoor. Allows the public to identify and then upload records for species found with a forum of on-line experts to assist with identification and verification of records. Will provide wider coverage of species distributions over time. Despite the 'stop/start' of Covid successful introduction of Wildlife wardens in Teignbridge which includes parts of Dartmoor National Park. Still early in project development but recruitment going well.	Detail in reporting 2022.



NPA/AG/21/011

Dartmoor National Park Authority Audit & Governance Committee

5 November 2021

Financial Management 1 April to 31 August 2021 and Forecast of Financial Outturn 2021/22

Report of the Chief Executive (National Park Officer) and Head of Business Support

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

1 Monitoring and Management of Revenue Budgets (April to August 2021)

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

2 Forecast Outturn Position as at the 31 August 2021

- 2.1 The 2021/22 net budget was set at £4,061,448 (NPA/21/009) funded by National Park Grant (NPG) fees and charges and Earmarked Reserves. The Authority approved various transfers to reserves at the end of the 2020/21 financial year (NPA/AG/21/006) which are subsequently brought forward and allocated to the 2021/22 (in-year) budget so that projects can be completed.

- 2.2 Current projections, based on figures at the end of August (month 5) indicate that a deficit of £2,138 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 has offered a pay award of 1.75%, which at the time of writing this report, had been rejected by the Unions, negotiations are ongoing. However we have included this pay award in our forecast outturn position. We have also incurred premises related cost at Higher Uppacott Cottage and in the ballroom at Princetown Visitor Centre, which have also been included in the current forecast outturn position, but these costs could be met from our “Property Repair Reserve” at year end if they cannot be absorbed into any in-year savings, and it is quite early yet to making that sort of allocation.
- 2.4 The main variations and movements in the management accounts are set out below:

Salaries – Currently showing a deficit of £30,932 and includes a provision for a 1.75% pay award. We are also experiencing an unusually high amount of staff turnover and therefore some vacancy savings may occur whilst posts are being recruited to; vacancy savings, recruitment costs and outturn position will become clear by December.

Travel and transport – Currently forecasting savings of circa £8,500. Staff travel to meetings with partners, other National Parks, conferences and training is still less than in previous years, this may continue to show fluctuations as we return to a new normal. Members will be aware that the travel budgets were reduced by 25% to reflect our Climate Change Action plan ambition.

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

Visitor Management – Current indications are that there will be a shortfall of around £15,000 in car parking income. However the toilet cleaning contract has come in under budget at tender. External funding of £2k is anticipated from Defence Infrastructure towards new visitor management signage.

Access & Recreation – External funding of £1.4k is anticipated from Defence Infrastructure towards path improvements. A new access agreement has been negotiated and paid in respect of Longtimber woods.

Visitor Centres – Currently forecasting a sales income deficit of £6,000 which may change (Members will be aware that the centres were closed between April and July due to Covid restrictions).

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

Development Management – Increased costs include: new IT equipment £1k for new staff, appeal costs awarded against the Authority £3k, recruitment costs £2.8k and

affordable housing valuations £1k. Planning income is currently forecast to be circa £24,000 over the target budget, this is always difficult to forecast and therefore will be subject to change, as this is a demand led service.

Corporate & Democratic Core – Donate for Dartmoor income received to date is £3,685. Savings of circa £6k are anticipated in respect of staff and Members’ travel, and expenses. There are however increased audit and recruitment costs.

Corporate Operating Costs – potential increased costs for the document management system, but this may be reduced once the new planning IT system is ordered.

Parke & Princetown – Repair costs for the Ballroom at our Princetown Visitor Centre have been included in the current forecast outturn, but could be met from the Property Repair Reserve if required.

2.5 It is worth drawing Members’ attention to:

Moor Otters II – Costs incurred to date are £96,820 and income received £43,600 (since 2019). The project was delayed this year due to Covid 19 but is now in full swing. By the time you read this report the auction of the otters will have taken place and a verbal update will be provided at the meeting. If there is a surplus it will be used to fund conservation projects, as we did in 2017. Any project deficit will be met from reserve balances set aside.

2.6 We have also been successful with bids to the Nature for Climate and Green Recovery Challenge Fund.

2.7 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 £11,118. Full utilisation of the Fund is anticipated by year-end, although some balances may be carried forward as projects can span more than one financial year. Bids made to the Fund and approved by Leadership Team are set out in the following table:

Project Fund 2021/22	£
Opening Balance	(75,000)
Development Management agency staff cover	10,400
Visitor Centre double staffing	5,513
Recreation Routes Consultation Tool	1,485
UK Behaviour Change campaign (contribution)	2,000
Historic Farmsteads Project (external contractor)	8,020
Linhay Quarry (0322/16) discharge of conditions	6,840
Postbridge meeting room - lighting	1,397
Parke Decorating - Courtyard timberworks and NE elevation	9,227
Holne Leat	10,000
Gateway signs	4,000
70th anniversary film	5,000
Balance remaining	(11,118)

3 Capital Programme and Prudential Indicators

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

	2020/21 Actual	2021/22 Budget
Capital Scheme	£	£
Ranger Vehicles (actual)	44,870	0
Conservation Works Team Vehicle	0	23,000
Development Management IT system	0	50,000
Postbridge Visitor Centre (actual)	146,550	11,306
Higher Uppacott cottage roof and cottage	0	30,000
Total	191,4202	103,000

Funded From	£	£
National Park Grant or Revenue Reserves	(44,870)	(80,000)
Capital receipts	0	(23,000)
Rural Development Programme England	(146,550)	0
Total	(191,420)	(103,000)

3.2 The procurement of a replacement vehicle for the Conservation Works Team is in progress and is being funded from capital receipts held in reserves. The refurbishment of Higher Uppacott cottage has been undertaken and is currently being met from in-year National Park Grant (circa £9.5k)

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

3.5 As the Authority has no external borrowing, the other prudential indicators do not apply for this financial year. However in future years, due to the implementation of "International Financial Reporting Standard 16 - Leasing" from 1 April 2022 (implementation has been delayed twice due to Covid 19) the Authority will have external borrowing in relation to leasing contracts that it currently holds or enters into in the future (for property, plant and equipment). All current "operating leases" unless of low value or of less than 12 months duration, will become "finance leases". This has the "accounting" effect of bringing lease liabilities onto the balance sheet, which counts as "debt" as far as the Prudential Code is concerned.

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

4 Reserves

4.1 The level of the Authority's reserve balances is determined in part by our on-going work programmes and projects, see Appendix 3; and by using a risk-based analysis and methodology as set out at Appendix 4. Reserve funding is allocated or matched with expenditure according to project / programme requirements, but it should be noted that some projects straddle more than one financial year, or are dependent on

partnerships, where timing of spend is uncertain. Therefore, forecasting beyond the current year is subject to considerable change.

- 4.2 The following table, based on the current financial position, sets out what the earmarked reserves are likely to be as at 31 March 2022 (with a 2020/21 comparator). It should be noted that grants and contributions received in 2021/22 and not spent, are carried forward via reserves as committed expenditure and therefore cannot be used for any other purposes (than for that given). The majority of our reserve balances are held to fund specific projects, including partnerships and capital spending; or have been set up to mitigate against financial risk, for example loss of income, cuts in DEFRA funding or other externally imposed regulatory requirements e.g. changes in pay, terms and conditions.

Actual 2020/21	Earmarked Reserves	Forecast 2020/21
£		£
(2,977,571)	Opening Balance	(2,249,271)
563,649	Use of reserves in year (appendix 3)	517,850
(335,349)	Contributions to reserves / carry forwards*	0
(2,249,271)	Closing Balance (forecast)	(1,731,421)
(500,000)	General unallocated Reserve	(500,000)

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

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

5 Sustainability and Equality Impact

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

6 Conclusions

- 6.1 The forecast outturn deficit of £2,138 represents a 0.05% variance against the (revised) budget. It should be noted that some fluctuations are likely, especially if projects are delayed (e.g. due to further Covid 19 implications, to poor weather conditions or to partnership funding variations and start dates/timing) or if other income is received or generated in the next 7 months.
- 6.2 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 6 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 variations are likely to occur. Action to fundamentally realign the budget is not recommended at this time.

KEVIN BISHOP and ANGELA STIRLAND

Background Papers

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

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

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

Attachments – Appendix 1 - Revenue Budget Monitoring Report Summary
Appendix 2 - Month 5 Variance Analysis
Appendix 3 - General and Earmarked Reserve Balances
Appendix 4 - Reserves: Risk Based Analysis

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Functional Strategy	Original Budget 2021/22 £	Budget Variation 2021/22 £	Revised Budget 2021/22 £	Actual & Committed Month 5 £	Budget Remaining 2021/22 £	Projected Outturn 2021/22 £	Year End Deficit/ (Surplus) £
Biodiversity	169,309	11,791	181,100	88,782	(92,318)	182,779	1,679
Land Management	93,375	10,703	104,078	23,748	(80,330)	100,851	(3,227)
ELMS	0		0	38,521	38,521	0	0
Farming in protected Landscapes	0		0	(228,948)	(228,948)	0	0
Woodlands	51,355		51,355	17,201	(34,154)	51,890	535
Headwaters project	0		0	(143,034)	(143,034)	0	0
Peatlands Project	42,215		42,215	(475)	(42,690)	42,215	0
Facilitation Fund	0		0	3,153	3,153	0	0
Hill Farm Project	16,738		16,738	17,613	875	16,738	0
Natural Environment	372,992	22,494	395,486	(183,439)	(578,925)	394,473	(1,013)
Archaeology	120,611	1,500	122,111	55,880	(66,231)	124,988	2,877
Built Environment	41,955	8,020	49,975	19,504	(30,471)	51,319	1,344
Higher Uppacott	17,115	600	17,715	15,552	(2,163)	25,863	8,148
Cultural Heritage	179,681	10,120	189,801	90,936	(98,865)	202,170	12,369
Visitor Management	156,259	6,322	162,581	66,637	(95,944)	157,764	(4,817)
Access	124,538	10,492	135,030	50,638	(84,392)	135,686	656
Public Rights of Way	110,905	1,020	111,925	39,662	(72,263)	116,994	5,069
Sustainable Transport & Tourism	19,442	3,700	23,142	10,860	(12,282)	23,109	(33)
Recreation Management, Traffic & Transport	411,144	21,534	432,678	167,797	(264,881)	433,553	875
Visitor Centres	212,406	7,674	220,080	142,944	(77,136)	235,192	15,112
Communications	203,025	1,000	204,025	123,922	(80,103)	205,703	1,678
Naturally Healthy Dartmoor	1,000		1,000	0	(1,000)	1,000	0
Youth Engagement Ranger	0		0	7,662	7,662	0	0
Education	225,197	(26,278)	198,919	85,286	(113,633)	197,858	(1,061)
Education, Information & Communication	641,628	(17,604)	624,024	359,814	(264,210)	639,753	15,729
Rangers	483,294	1,271	484,565	204,453	(280,112)	465,728	(18,837)
Conservation & Access Volunteers	0		0	4,052	4,052	0	0
Conservation Works Service	165,895		165,895	51,138	(114,757)	158,285	(7,610)
Rangers, Estates & Volunteers	649,189	1,271	650,460	259,643	(390,817)	624,013	(26,447)
Development Management	362,409	17,240	379,649	134,570	(245,079)	368,057	(11,592)
Forward Planning & Community	157,482	35,803	193,285	76,434	(116,851)	201,189	7,904
Corporate and Democratic Core	343,285		343,285	145,209	(198,076)	330,596	(12,689)
Information Technology	210,240		210,240	101,753	(108,487)	206,755	(3,485)
Corporate Operating Costs	118,442		118,442	82,575	(35,867)	124,448	6,006
Administration and Finance	163,780		163,780	62,935	(100,845)	164,597	817
Legal & Democratic Services	70,000		70,000	6	(69,994)	70,006	6
Human Resources	161,502		161,502	65,632	(95,870)	158,205	(3,297)
Office Accommodation (Parke)	108,288	9,227	117,515	66,227	(51,288)	114,465	(3,050)
Office Accommodation (Princetown)	36,386	2,120	38,506	18,398	(20,108)	72,361	33,855
Corporate Services	868,638	11,347	879,985	397,526	(482,459)	910,837	30,852
Project Fund	75,000	(44,882)	30,118	0	(30,118)	30,118	0
Total Net Expenditure	4,061,448	57,323	4,118,771	1,448,490	(2,670,281)	4,134,759	15,988
Funded By:	£			£	£	£	£
National Park Grant	(3,825,865)		(3,825,865)	(2,143,065)	1,682,800	(3,825,865)	0
From Reserves per Budget	(235,583)		(235,583)		235,583	(235,583)	0
Other Reserve Movements:	0		0	0	0	0	0
B/Fwd orders and commitments		(57,323)	(57,323)	0	57,323	(57,323)	0
Grants and Contributions to allocate at year end						(13,850)	(13,850)
Carry forwards at Year end			0	0	0	0	0
Total	(4,061,448)	(57,323)	(4,118,771)	(2,143,065)	1,975,706	(4,132,621)	(13,850)
Budget Variation - (Under) / Over Spend	0	0	0	(694,575)	(694,575)	2,138	2,138

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	1,770	(128)			37	1,679	0		0	1,679	
LAND MANAGEMENT	707	(184)			0	523	0	(3,750)	(3,750)	(3,227)	Filming income
ELMS						0			0	0	
FARMING IN PROTECTED LANDSCAPES						0			0	0	
WOODLANDS	744	(40)			111	815	0	(280)	(280)	535	
PEATLANDS PROJECT						0			0	0	
FACILITATION FUND						0			0	0	
HILL FARM PROJECT						0			0	0	
NATURAL ENVIRONMENT	3,221	(352)	0	0	148	3,017	0	(4,030)	(4,030)	(1,013)	
ARCHAEOLOGY	3,573	(717)		0	71	2,927	0	(50)	(50)	2,877	
BUILT ENVIRONMENT	780	167			397	1,344		0	0	1,344	
UPPACOTT		0	8,116		32	8,148		0	0	8,148	Refurbishment of the cottage not in budget, could use reserves
CULTURAL HERITAGE	4,353	(550)	8,116	0	500	12,419	0	(50)	(50)	12,369	
VISITOR FACILITIES	(1,957)	1,000	2,340	52	(19,249)	(17,814)	0	12,997	12,997	(4,817)	Cleaning contract was less than budget. Car parking income not on target
ACCESS & RECREATION	1,469	(110)		0	672	2,031	(1,375)		(1,375)	656	Contribution from Defence Infrastructure
PROW	4,637	0			432	5,069	0		0	5,069	Impact of pay award
SUSTAINABLE TOURISM & TRANSPORT	167	(150)			0	17		(50)	(50)	(33)	
RECREATION MANAGEMENT	4,316	740	2,340	52	(18,145)	(10,697)	(1,375)	12,947	11,572	875	
VISITOR CENTRES	490	(363)	1,681		7,304	9,112		6,000	6,000	15,112	Increased costs for events and some revenue costs remaining for the build. Sales income not on target
DISCOVERING DARTMOOR'S WILD COMMUNICATIONS	2,237	(282)			(278)	1,677		0	0	1,677	
NATURALLY HEALTHY DARTMOOR						0			0	0	
YOUTH ENGAGEMENT RANGER EDUCATION		(198)		143	88	33		(1,094)	(1,094)	(1,061)	
PROMOTING UNDERSTANDING	2,727	(842)	1,681	143	7,114	10,823	0	4,906	4,906	15,729	
RANGERS	16,768	0	0	(1,000)	(13,656)	2,112	(20,548)	(401)	(20,949)	(18,837)	Impact of pay award. Grant income towards cost of Dartmoor Marshals. Visitor management budget not yet fully utilised
CONSERVATION & ACCESS VOLUNTEERS						0			0	0	
CONSERVATION WORKS SERVICE	(1,573)	11	(243)	(3,060)	0	(4,864)		(2,746)	(2,746)	(7,610)	Overtime & Fuel - forecast savings as WC cleaning now done by external contractor
RANGERS, ESTATES & VOLUNTEERS	15,195	11	(243)	(4,059)	(13,656)	(2,752)	(20,548)	(3,147)	(23,695)	(26,447)	
DEVELOPMENT MANAGEMENT	5,389	(423)			7,967	12,933		(24,525)	(24,525)	(11,592)	Impact of pay award. New staff related costs and recruitment. Planning fees exceeding target budget, increased demand and could fluctuate
DEVELOPMENT MANAGEMENT	5,389	(423)	0	0	7,967	12,933	0	(24,525)	(24,525)	(11,592)	
FORWARD PLANNING & COMMUNITY	6,301	(300)		0	1,908	7,909		(5)	(5)	7,904	Increased external funding related project management costs, recruitment and pay award
FORWARD PLANNING	6,301	(300)	0	0	1,908	7,909	0	(5)	(5)	7,904	
CORPORATE CENTRE	(6,999)	(2,081)		0	217	(8,863)		(3,826)	(3,826)	(12,689)	Vacancy & travel savings. Donate for dartmoor to be carried forward
CORPORATE & DEMOCRATIC CORE	(6,999)	(2,081)	0	0	217	(8,863)	0	(3,826)	(3,826)	(12,689)	
INFORMATION TECHNOLOGY	(2,013)	227		0	(1,699)	(3,485)		0	0	(3,485)	VDA licences saving
CORPORATE OPERATING COSTS			0	(975)	7,018	6,043		(37)	(37)	6,006	Insurance. iDox increased maintenance fee and upgrade, but refund of £3672 may be due
ADMIN & FINANCE	817	0			0	817			0	817	
LEGAL		0			6	6		0	0	6	
HUMAN RESOURCES	(2,623)	(100)			36	(2,687)		(610)	(610)	(3,297)	
OFFICE ACCOMMODATION (PARKE)	248	0	(3,298)			(3,050)		0	0	(3,050)	Path repairs deferred, in favour of external decoration
OFFICE ACCOMMODATION (PRINCETOWN)			33,978			33,978		(123)	(123)	33,855	Ballroom repairs at Princetown VC, can be met from reserves
CORPORATE SERVICES	(3,571)	127	30,680	(975)	5,361	31,622	0	(770)	(770)	30,852	
Reserve movements					0	0			0	(13,850)	
					0	0			0	0	
					0	0			0	0	
REVENUE EXPENDITURE	30,932	(3,670)	42,574	(4,839)	(8,586)	56,411	(21,923)	(18,500)	(40,423)	2,138	

GENERAL FUND RESERVE BALANCES

Appendix 3 to Report No. NPA/AG/21/011

GENERAL FUND RESERVE BALANCES	2020/21 Closing Balance	2021/22 Transfers Out	2021/22 Transfers within	2021/22 Transfers In	2021/22 Forecast Movements	2022/23 Forecast Movements	2023/24 Forecast Movements	2023/24 Forecast Closing Balance	Notes
	£	£	£	£	£	£	£	£	
Ringfenced External Grants & Contributions with Restrictions									
Hill Farm Project (Princes Countryside Fund)	(41,616)	41,616			0			0	Cash balances are carried forward at each year end as allocated to expenditure
Communities Fund Grant (from District Councils)	(100,839)	5,330			(95,509)	95,509		0	Cash balances are carried forward at each year end as allocated to expenditure
DCLG - Neighbourhood Planning Grant	(10,000)				(10,000)			(10,000)	Community planning referendums
DCLG - Unringfenced Grants	(84,940)	31,434			(53,506)	33,433	20,073	0	Planning support
Donate for Dartmoor Balances (public donations)	(9,573)	9,573			0			0	Cash balances are carried forward at each year end as allocated to expenditure
Police & Crime Commissioner Grant - Dartmoor Marshals Scheme	(5,000)	5,000			0			0	
Peatland Partnership	(75,397)	29,755			(45,642)	45,642		0	NPA17/041 - 3 year project.
ELMS Test and Trials project	(11,872)	11,872			0			0	Cash balances are carried forward at each year end as allocated to expenditure
Woodland Trust - Conservation Volunteers	(5,000)	5,000			0			0	
Clarion Housing #iwill	(7,600)	7,600			0			0	
Clif Bar - Conservations Volunteers	(10,000)	10,000			0			0	
Moor Medieval book sales	(3,027)				(3,027)	3,027		0	
South West Water - Invasives Project	(11,500)	11,500			0			0	
Defence infrastructure - Nattor Down	(1,250)	1,250			0			0	
Natural England - Ground Truthing	(5,500)	5,500			0			0	
Defence infrastructure - River Tavey bridge feasibility	(5,000)	5,000			0			0	
Budget Management Fund - Provisions (risk based)									
Employees	(52,000)				(52,000)			(52,000)	See risk assessment for breakdown - 2020/21 pay award
Costs and Awards: Appeals/Public Enquiries/Litigation	(250,000)				(250,000)			(250,000)	See risk assessment for breakdown
Loss of Income and Inflation	(34,500)				(34,500)			(34,500)	See risk assessment for breakdown - C19 impact may mean that this is needed in 2020/21
Invest to Save and / or Generate Projects	(33,733)				(33,733)			(33,733)	
Climate Change /Emergency Declaration	(50,000)	25,000			(25,000)	25,000		0	NPA/19/020
Annual Revenue Outturn	(207,182)	112,895			(94,287)	94,286		(1)	NPA/21/009
Capital Expenditure Fund									
Vehicles - Sinking Fund - Replacement	(127,321)	2,231			(125,090)			(125,090)	CWT vehicle in 2021/22
Capital receipts Reserve	(20,769)	20,769			0			0	CWT vehicle in 2021/22
Property - Sinking Fund - Repairs & Maintenance	(200,000)	30,000			(170,000)			(170,000)	Uppacott cottage refurbishment tbc
Planning IT system	(50,000)	50,000			0			0	
Known Commitments									
National Parl Management Plan	(25,590)				(25,590)			(25,590)	C/Fwd to be used as required
Conservation Volunteers - DNPA Commitment	(5,000)	5,000			0			0	C/fwd from 2019/20 to be used as match funding
2020/21 Comitments to carry forward	(91,525)	91,525			0			0	C/fwd from 2020/21
					0			0	
Match Funding Reserve									
Cash Flow management of external funding bids	(236,500)				(236,500)			(236,500)	To cover cash frlow delay when claiming in arrears
Public Arts Project 2020	(120,000)				(120,000)			(120,000)	NPA/19/015 - risk that costs will not be covered by income to be determined
South West Peatland Partnership	0		(125,000)		(125,000)			(125,000)	NPA/21/020
Green Recovery Challenge Fund - Cahnging Lives, Nuturing Nature	0		(22,000)		(22,000)	22,000		0	NPA/21/016
Unallocated fund balance	(357,037)		147,000		(210,037)			(210,037)	Allocate to the National Lottery Heritage Fund bid when the Fund re-opens (delayed due to Covid 19)
Total Earmarked Reserves	(2,249,271)	517,850	0	0	(1,731,421)	318,897	20,073	(1,392,451)	
General Reserve (unallocated emergency reserve)	(500,000)				(500,000)			(500,000)	
Total General Fund Balance	(2,749,271)	517,850	0	0	(2,231,421)	318,897	20,073	(1,892,451)	

2021/22 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2021/22 Opening Balance £'000	2021/22 Closing Balance £'000
Grants & Contributions with Restrictions carried forward: Grants & Contributions with Restrictions	N/A	Actual	(388)	(208)
Employees: Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)	(52)
Costs & Awards: Appeals / Public Enquiries / Litigation	High	Est.	(250)	(250)
Loss of Income and / or Price Increases: Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(35)	(35)
Capital - Property: Repairs & maintenance (sinking fund)	High	Est.	(200)	(170)
Capital - Vehicles Provision for future replacement of vehicles (sinking fund)	High	Est.	(127)	(125)
Capital Receipts Reserve	N/A	Actual	(21)	0
Climate Change	N/A	Actual	(50)	(25)
Planning IT System	N/A	Actual	(50)	0
Known Commitments/Contracts				
Local Plan Review	N/A	Actual	0	0
National Park Management Plan	N/A	Actual	(25)	(25)
Contracts - work in progress	N/A	Actual	(97)	0
Match Funding Reserve				
Cash Flow Management of Externally funded projects	N/A	Actual	(236)	(236)
South West peatland Partnership	N/A	Actual	0	(125)
Green Recovery Challenge Fund	N/A	Actual	0	(22)
Public Arts Project - Moor Otters II	N/A	Actual	(120)	(120)
Unallocated fund balance	N/A	Actual	(357)	(210)
Revenue				
Invest to save and / or Generate Projects	N/A	Actual	(34)	(34)
Revenue Outturn Surplus - to be reallocated	N/A	Actual	(207)	(94)
General Reserve - Minimum amount to cover unanticipated costs / emergencies	N/A	Actual	(500)	(500)
Total Reserve Balance			(2,749)	(2,231)



NPA/AG/21/012

Dartmoor National Park Authority Audit and Governance Committee

5 November 2021

Business Plan Monitoring 2021/22

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 2021/22 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 2021/22.
- 1.2 The Authority uses a spreadsheet (traffic light system) to track progress which is reviewed by Leadership Team each quarter. A copy of the Business Plan monitoring spreadsheet for 2021/22 is attached at 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 daily.

2 Performance against key actions

- 2.1 The Business Plan 2021/22 identifies 27 key actions against 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 **27** key actions is summarised below:

Progress	No.	%
On target / completed	12	45
Delayed / behind schedule	13	48
Unlikely to complete / will not be completed	2	7

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

No.	Key action	Reason
4	Produce species re-introduction strategy	Officer capacity and revised priorities
22	Moorscapes	Incorporated into key action 26 (partnership project application to National Heritage Lottery Fund)

2.5 Members will note that more than half of the remaining key actions (13 of 25) are delayed or behind schedule. Leadership Team is closely monitoring workloads across the Authority as the ongoing pandemic, staff turnover, other priorities (e.g. FiPL) and the Authority's core business all have a cumulative impact in delivering the Business Plan key actions.

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

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

- Securing funding for peatland restoration and nature enhancement through the Government's Nature for Climate programme
- Approval by the National Lottery Heritage Fund of an Expression of Interest for a new Heritage Project
- Delivery of the Generation Green project (a national project led by the YHA)
- Securing funding, via the Green Recovery Challenge Fund, for capacity to support our engagement and outreach strategy
- Volunteer groups working on three archaeological sites through Our Common Cause Project
- Successful grant application to deliver conservation management in our Wray Valley woodlands
- Successful completion of summer control of invasive non-native species in priority areas
- Engagement events such as Meldon Wildlife Festival (400+) and Haytor Granite Tramway (50+) in attendance
- Completion of final modifications regarding new Local Plan and submission to Inspector
- Engagement volunteers supporting Ranger Service at weekends (over 400 hours)
- Visitor Centres providing professional information and friendly advice to the public and delivering two excellent exhibitions over the summer: 'Shared Worlds' and the School Otters exhibition

- Managing recruitment processes and effective inductions for new staff
- effective business support services (HR, ICT, Administration and Finance)

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

3 Equality and Sustainability Impact

3.1 The Authority seeks to treat all people equally, honestly and fairly in any, or its business activity, 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 set out in the Business Plan 2021/22 during the first half of the business year.

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

NEIL WHITE

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

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)
8	Undertake a review of Premier Archaeological Landscapes (PALs) Outcome sought: PALs will be identified; incorporated into new Environmental Land Management system; recognised in landscape scale conservation projects, under proactive management to achieve good condition and their significance widely understood and valued	CG	Milestone: Agree scope of review and commission or undertake internally	Milestone: First draft of review delivered. Help develop methodology for new 'Dartmoor Vision'	Milestone: Final review and recommendations. Agree next steps	Milestone:
			Actual progress: Discussions held with Historic England but no agreement yet on scope or progress with commission	Actual progress: Dartmoor vision not progressed. Most PALS surveys now complete and analysis of PAL condition surveys currently being undertaken. Waiting to hear from HE regarding funding opportunities to undertake review. Review to be prioritised and delivered in Q3/4	Actual progress:	Actual progress:
BETTER FOR FARMING AND FORESTRY						
9	Implement Dartmoor Test and Trial. Support Postbridge Farmer Cluster as an example of landscape scale action Outcome sought: A new Environmental Land Management system that reflects Dartmoor's special qualities and provides scope to maintain and enhance a wide array of public benefits. A role for the Authority in co-designing the system and facilitating its delivery through advice. Pilot scheme attracting private finance to support environmental outcomes	CG	Milestone: 4 commons and associated home farms trial management plan and PBR concept. Explore opportunities for Landscape component T&T. Delivery of blended finance model through DEF and partnership with Palladium to identify natural capital values and potential markets linked to landscape scale	Milestone: First and second draft of final Test and Trials report produced for feedback. Finish trails with commons and home farms. Disseminate learning and engage with new audiences on Natural Capital, Payment by Results, Management Plan and Role of DNPA. Decision on bid to the Natural Environment Investment Fund expected(NEIRF)	Milestone: Development of Devon Environment Fund proposals through private investment funds. Final report to Defra on T&T	Milestone: Formalise partnership and purchasing agreements between farmers, delivery partners and beneficiaries for blended finance projects.
			Actual progress: First stage trials complete on 3 commons and home farms (1 common has not engaged). Decision made not to pursue Landscape Recovery T&T due to other commitments and perceived benefit. Blended finance project delayed due to other HFP commitments but will complete in Q2	Actual progress: Second iteration of scorecard being tested. First draft of report presented to PB with recommendations provided on format and messaging. Workshop with Postbridge cluster and DEF complete. Meetings complete with 3 commons around governance, payments and design. Working with Duchy to secure financial assistance to produce PBR metrics. All four objectives largely on track. NEIRF bid unsuccessful.	Actual progress:	Actual progress:
10	Dartmoor Hill Farm Project Outcome sought: Support for farm businesses across the National Park to help them deliver a range of public goods as part of a sustainable business and promote effective collaboration.	DA	Milestone: Recruit a new Hill Farm Officer to match developing areas of work such as the Resilience Programme and Future Farming Resilience Fund. Develop and promote a new events and activities programme for 2021-22	Milestone: Initiate a second round of the Prince's Farm Resilience Programme with Prince's Countryside Fund and reinvigorate the Dartmoor Facilitation Fund with new cluster groups and events. Help to initiate the Farming in Protected Landscapes Grant programme and to develop governance, advisory and promotional roles	Milestone: Advocacy of FiPL. Work with NE to support farming community with HLS agreements that are about to expire.	Milestone: Focus on supporting new applicants to the SFI and potential applicants to the Local Nature Recovery Pilot. Support CS and other grant programmes through promotion, guidance and advice
			Actual progress: Recruitment of Officer unsuccessful due to limited interest and unsuitable candidates. Post currently being re-advertised. Successful with PCF/Defra bid to Future Farming Resilience Programme which neighbouring AONBs have expressed an interest in partnering. Existing commitments being delivered (Resilience, OCC etc) but no new programme has been drafted due to staff shortage.	Actual progress: Officer recruited and started in early Oct. Farm Resilience Programme on track with 14 farm businesses signed up. Recruitment to Farm for the Future programme (previously FFRP) underway with Tamar and South Devon AONBs joining as partners. Facilitation Fund contract extended but not progressed to date due to capacity. Hosted events for Defra SFI and slurry investment fund teams. Strong focus on FiPL delivery with 60 applications/EOL to date.	Actual progress:	Actual progress:
11	Deliver the Common Cause Project Outcome sought: Deliver agreed outcomes for National Lottery Heritage Funded programme including: shared local visions for commons, showcasing new approaches to management of common land to deliver a range of public benefits and improved public understanding of commoning. Contribute to thinking about Environmental Land Management.	AK	Milestone: Dartmoor Project Officer starts . Agree and start programme of induction with Dartmoor staff and partners . Finalise local work programme.	Milestone: Meeting of the Dartmoor Local Area Group.	Milestone: Third meeting of the Local Area Group. Continued delivery of projects. Communicate project to wider local audience. Establish third common for visioning process.	Milestone: Fourth meeting of the LAG to discuss Cost of Commoning. Review Yr 1 delivery
			Actual progress: Dartmoor Project Officer started and a programme of meetings and site visits with partners and to Commons has started with earnest. Local work programme and projects been discussed locally and second meeting of the Local Area Group is planned for 20 July.	Actual progress: Second meeting of Local Area Group (LAG) held in September. Progress against key milestones is good. Projects have been initiated on both Holne and Harford /Ugborough. Volunteers have supported the work on both commons. LAG agreed way forward for developing management plans to support delivery of visions	Actual progress:	Actual progress:
12	Deliver Farming in Protected Landscapes programme (subject to funding from Defra) Outcome sought: Prepare farmers for new Environmental Land Management schemes; deliver environmental outcomes and access improvements.	JS	Milestone: Secure funding from Defra, clarify National Framework, start recruitment process and ensure we have process and procedures in place to implement the programme including establishing Local Assessment Panel.	Milestone: Project enquiries received at sufficient level to utilise available funding, Local Assessment Panel appointed and functioning well (awarding funding), matrix team supporting applicants, dedicated project staff in post, Defra and internal processes and procedures working.	Milestone: Dependent on funding from Defra	Milestone: Dependent on funding from Defra
			Actual progress: Defra launched FiPL on 24 June 2021 with a go live date for applications of 1 July 2021. We have advertised for a FiPL project officer and appointed an internal project manager (James Sharpe) and developed a team approach to project development and applications. Authority reported drafted for July meeting seeking formal approval, changes to financial regulations, agreement on Local Assessment Panel etc.	Actual progress: 4 projects awarded at a value of £38k (2 above £5k and 2 under) at the first Local Assessment Panel meeting in September. We have around 60 projects in pipeline at the end of the quarter, there is still a steady flow of enquiries with 15 of those having come in during the last month of the quarter. Current estimated pipeline value is Yr1 £300k, Yr2 £200k, Yr3 £50k. Main risk has been around underspend in year one but an opportunity from Defra to reprofile our budgets (deadline 14th Oct) will significantly reduce this risk. 0.6FTE Project Officer started October 2021 along with a possible Project Assistant identified. Matrix team working well.	Actual progress:	Actual progress:
BETTER FOR PEOPLE						
13	Implement Visitor Management Plan for 2021 season Outcome sought: Visitor behaviour influenced and changed so that negative impact on the fabric of the moor and local communities is reduced and positive impacts increased.	AK	Milestone: Agree a Visitor Management Plan for the NP working in partnership with key agencies, landowners and commoners . Before 12 April Partnership communication messages agreed. Signage implemented across the NP and updated to reflect new messaging as roadmap changes . Volunteers recruited/trained for outreach and engagement .Information Board erected at Two Bridges . Traffic management proposals agreed at Shipley Bridge. Tender process for summer Marshalls completed and contract started. Cost and consider use of Automated Variable Messaging. Develop proposal for submission to Welcome Back fund	Milestone: Aim for 6 Engagement Volunteers working each weekend across the NP. Marshalls deployed across the NP at agreed sites Implement traffic management works at Shipley Bridge, Black Hill and Bonehill. Agree works for Two Bridges and Foggingtor. Be ready to implement S10 of DCA if required. Revised draft byelaws for public consultation	Milestone: Review the season and learn lessons for future. End of season report to Authority.	Milestone: Develop partnership Visitor Management Plan for 2022. Authority to consider consultation responses on revised draft byelaws.
			Actual progress: All actions delivered on time. Variable Messaging not pursued but research is complete and officers can implement in the future if required.	Actual progress: 6 Engagement Volunteers deployed at weekends across the NP until end September and Marshalls deployed across the NP at agreed sites at weekends during the summer season and daily during school holidays. Traffic management works at Shipley Bridge, and Bonehil completed and works for Two Bridges and Foggingtor agreed . Consultation on draft byelaws started.	Actual progress:	Actual progress:
14	Implement the Recreation Strategy and seek funding to deliver where necessary Outcome sought: Funding is secured to implement agreed proposals to improve recreational opportunities and support local communities. Visitor motivation study completed to influence future recreation provision. Cycling development plan completed.	AK	Milestone: Scope PHD for Motivations study, seek LT approval and funding. Draft Cycling Development Strategy to Authority for approval	Milestone: Build cycling proposals into Green Transport Strategy and new funding bids.	Milestone: Finalise a strategic plan for visitor management on the A38 Corridor. Draft Cycling vision linked to Green Transport Plan and presented to Authority as integrated vision	Milestone: Seek funding for elements of the A38 Corridor plan.
			Actual progress: Motivations Study not progressed due to other workloads and priorities. Cycling Development Strategy drafted and being shared with partners, report to Authority in October	Actual progress: First meeting of partners to develop scope and vision for Green Transport Strategy held in September, linked into DCC Bus Improvement Plans and to the SW Active Travel plans. Electric bike taster session to be tested through Welcome Back funding	Actual progress:	Actual progress:

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)
15	Pathways Project Outcome sought: Access routes and associated infrastructure that is in good condition, easy to use and helps support the Dartmoor economy; delivery supported by volunteers and fundraising.	AW	Milestone: Identify Pathways Projects Area(s) for improvement using Asset Management Plan data and survey data and develop a costed programme of improvements .	Milestone: Implement projects and identify schemes as candidates for fundraising or external funding bids including FiPL Implement shovel ready schemes with available funding	Milestone: Implementation of improvement and funded schemes	Milestone: Continue programme of improvement schemes
			Actual progress: A38 corridor, Postbridge cluster and Ivybridge are the areas we are focusing on. Jen is developing a consultation tool with external contractor for use by user groups and interested public/ community groups to capture their ideas for route improvements and missing links. We have started discussions with FiPL team on developing access across the National Park with particular focus on Postbridge cluster for this working with several farms in the area. Ivybridge scheme worked up with delivery this summer. Path surveys have re-started this summer with data continuing to inform our asset management plan.	Actual progress: An online consultation tool has been developed now due to go out in January 2022 to capture access ideas for A38 corridor improvements. Advice given to FiPL team regarding access related works coming through with applications. Advice given to Postbridge cluster farms to support their applications to FiPL. Path surveys with PROW Surveyor App rolled out to volunteers with two training sessions delivered. Data from surveys is being fed into Asset Management Plan. Work for Ivybridge access improvements is scheduled for October. Advice on access and recreation priorities provided to FiPL team	Actual progress:	Actual progress:
16	Develop a Green Transport Strategy Outcome sought: A strategy to reduce the impact of cars through congestion or inappropriate parking as people arrive and travel around the National Park by other means of transport. Opportunities for those without access to a car are increased.	AK	Milestone: Set up initial meeting with small working group comprising representatives from the NPMP Visitor Management Group. Define scope and timeline for deliver of the plan.	Milestone: To be completed once the first meeting of the group is held.	Milestone: 2nd meeting of Group to consider next steps and revised timeline.	Milestone:
			Actual progress:	Actual progress: First meeting of partners to develop scope and vision for Green Transport Strategy held in September, linked into DCC Bus Improvement Plans and to the SW Active Travel plans. Electric bike taster session to be tested through Welcome Back funding	Actual progress:	Actual progress:
17	Secure funding to deliver the Outreach and Engagement Strategy Outcome sought: Pilot projects are completed informing future longer term partnership projects to increase the diversity of people who are able to enjoy Dartmoor in a sustainable manner.	OR	Milestone: Learn from partnership approaches to funding (Clarion, Access Unlimited) to develop specific, custom, bespoke projects aligned to funder's aims and priorities. Contribute to DNPA GRCF bid2. Search for specific funding pots aligned to the Outreach & Engagement Strategy. Submit bids.	Milestone: Contribute to DNPA GRCF bid2. Search for specific funding pots aligned to the Outreach & Engagement Strategy. Submit bids. Use 'project closure' from Clarion Housing to evaluate future opportunities.	Milestone: Search for specific funding pots aligned to the Outreach & Engagement Strategy. Submit bids. Use evaluation from successful 'Generation Green' GRCF bid to develop succession and legacy bids. Continue relationship with Clarion - exploring opportunities to share learning more widely.	Milestone: Search for specific funding pots aligned to the Outreach & Engagement Strategy. Submit bids. Use evaluation from successful 'Generation Green' GRCF bid to develop succession and legacy bids.
			Actual progress: Review of Clarion - intermediate targets: completed. Activities and engagement planned for August leading to final stage project plus succession strategy discussed. Generation Green progress to date plus lessons learnt, opportunities, barriers - summarised in preparation for meeting with YHA CEO in July. Contribution identifying Community Engagement Rangers to support ambitions in Outreach & Engagement Strategy completed and submitted into next GRCF bid.	Actual progress: GRCF bid successful - authorisation to start project received. Process to recruit 3 posts 'Community Engagement Rangers' started. Clarion Housing evaluation complete: commitment from Clarion to continue the relationship with Dartmoor and expand to other English National Parks. Opportunity for DNPA to build on relationships established with communities and Community Development workers in Plymouth - specifically in wards with high IMD. Generation Green Project delivery on target against key milestones. New 20 day summer programme implemented.	Actual progress:	Actual progress:
BETTER FOR COMMUNITIES AND BUSINESSES						
18	Local Plan Outcome sought: An adopted Local Plan that (together with the Management Plan) provides a framework for the future development and management of the National Park, helps deliver National Park purposes and vibrant communities.	DJ	Milestone: Complete appraisal of Main Modification and publish for consultation	Milestone: Complete consultation on Main Modifications. Undertake summary report and submit to Inspectorate. Internal training on emerging policies.	Milestone: Receipt of Inspectors Final Report and Adoption of Local Plan	Milestone: Complete detailed monitoring framework and report. Undertake external training/workshops on new policies.
			Actual progress: Main modifications agreed, appraised and published for consultation	Actual progress: Consultation on Main Modifications completed. Reports (including additional papers on NPPF compliance and consultation process) completed and submitted to Inspector. Discussion on training programme for Officers and Members.	Actual progress:	Actual progress:
19	Design Guidance Supplementary Planning Guidance Document (SPD) Outcome sought: New Design Guidance (in the form of an SPD or code) delivers the government's growing emphasis on good design in a way which conserves and enhances Dartmoor's local distinctiveness.	DJ	Milestone: Scope project options with partners	Milestone: Outline guidance drafted for internal discussion	Milestone: External partners engagement	Milestone: Agreement of draft and publication for consultation
			Actual progress: Not started	Actual progress: Expression of Interest for Design Code/Design Guide pilot funding (phase 2) prepared and submitted to PAS/CLG	Actual progress:	Actual progress:
20	Dartmoor Community Resilience Project Outcome sought: The development of a network of peer support project for community groups and businesses leads to new social enterprise and projects which promote sustainable communities.	DJ	Milestone: Hold Network Launch event and second meeting (2) Member recruitment complete (no target) Start training and skillshare programme (minimum 3 sessions)	Milestone: Continue training and skillshare programme (minimum 5 sessions) Six month report due to PCF (1 report, due July) Develop website (1 website) Buy Moor Local initiative (late September) Develop Virtual Arts platform (1)	Milestone: Buy Moor Local initiative delivered (1) Training programme complete (10 sessions delivered, 6 skillshare) sessions Start Evaluation	Milestone: Evaluation complete Final report due (1) Legacy underway
			Actual progress: Second meeting postponed. Training not started due to lack of demand and discussions started with PCF over alternative.	Actual progress: Handover information and outturn report completed. New officer recruited and in post from early October.	Actual progress:	Actual progress:
21	Moor Otters 2 Outcome sought: A public arts trail that supports local businesses, helps engage new audiences, raises income for National Park projects and raises the profile of the National Park.	SJ	Milestone: By 28th May; Delivery of launch and other key project related events. Manage creation and launch of online auction site. Liaise with media and PR to maximise publicity opportunities. Secure competition prizes. Trail goes live. By 11th June; Auction commemorative catalogue for sale in VCs.	Milestone: Schools Otter project delivered and exhibited in Princetown Visitor Centre. Competitions completed. Otters returned to artists for makeovers. Suitable buyers identified and corporates invited to bid.	Milestone: October 2nd Otters auctioned. Project wash up completed. Celebratory thank you to key stakeholders. Project closes. Complete Business Survey and report to Authority in December	Milestone: None.
			Actual progress: Live since 28th May. Seen a huge response with Otter Spotters out and about. Facebook Group has over 3.1k followers and the Moor Otters Web page is the top ranking page on the Dartmoor site. Two otters have already been 'adopted' raising £7.5k. Public engagement is high, business footfall also high. Retail items are selling well and catalogues now out in Visitor Centres. Media and PR has been strong with excellent coverage of launch of trail continuing through the following weeks. Plenty planned with adoption option and auction event being pushed.	Actual progress: Schools have been involved with Mini Moor Otters and had an excellent display at Princetown VC. All Otter competitions completed, winners drawn and prizes given. Moor Otters Arts trail ended on 20th September and otters were returned to base for repairs and amends before the auction on 1st and 2nd October. Feedback, engagement, surveys and general response to the project has been very positive and it has successfully achieved the first two objectives of getting people out and about on Dartmoor and increasing footfall for businesses.	Actual progress:	Actual progress:

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)
22	Moorscapes Outcome sought: A community grant scheme for projects that enhance the environment, respond to climate change and/or help a wider range of people understand or enjoy it.	ES	Milestone: Re-scoping of current work to date, if applicable Consider against new criteria and if possible link to the emerging larger bid to the National Heritage Lottery Fund. Milestone to link to Action 26 and will be confirmed at end of Q1 Actual progress: This project is being linked into the new EoI for a large NHLF bid.	Milestone: No Further Action on this now incorporated into Action 26	Milestone:	Milestone:
NO FURTHER ACTION - INCORPORATED INTO KEY ACTION 26						
BE AN EXCELLENT ORGANISATION						
23	Deliver DNPA's Climate Action Plan Outcome sought: Aim is to be a carbon neutral organisation by 2025.	AG	Milestone: Appoint contractor to complete carbon footprint of DNPA land assets. Pursue purchase of REGO certified renewable energy. Actual progress: Invitation to quote issued for carbon footprint of land assets, concluding 6th August. DCC close to submitting synthetic PPA project for consideration by DCC leadership.	Milestone: Consider investment in capital projects (e.g. electric vehicles, solar PV etc.). Scope introducing sustainable procurement practices with Devon County Council. Scope and appraise additional offsetting projects if necessary. Actual progress: Did not procure against invitation to quote for carbon footprinting exercise because of insufficient interest and capacity within invited organisations, on appraisal the submitted proposals did not represent value for money. Currently in discussion to progress alternative project delivery methods with contractors. DCC sPPA project is progressing through DCC cabinets, likely 6 months away from decision. Scoping procurement amendments delayed until new CFO in post. Report prepared for LT to consider capital investment projects and will be tabled once an alternative project delivery method has been found for the DNPA land asset carbon footprinting project.	Milestone: Review digital by default and behaviour change campaign projects to ensure COVID benefits are being maintained effectively. Review renewable energy purchase strategy. Actual progress:	Milestone: Review Action Plan and update Authority. Actual progress:
24	Responding to, and learning from, the Coronavirus pandemic Outcome sought: Sustained service provision. A motivated, healthy and high-performing workforce.	NW	Milestone: Develop a 'roadmap back to the office' setting out a new way of working and delivering our services - to be agreed by LT in consultation with staff and UNISON. Aim is to ensure lessons learnt during the pandemic are acted upon and we embed new practices and avoid reverting to 'old habits'. Feed into digital by default and behaviour change campaign (see Action 23) Actual progress: Plans to return to the office during Q1 delayed due to Government advice to continue to work from home until 19 July. LT has developed principles of future working arrangements to support effective flexible working, use of ICT and improve processes. Further guidance relating to business meetings and travel to be developed.	Milestone: Monitoring progress through Q1 service dashboard (will include specific questions about return to office and working practices) Actual progress: July 2019 - all staff informed of response to survey (85% of office-based staff looking to work more flexibly). Principles of future working arrangements issued. Managers met with individual staff to mutually complete 'blended working assessment form'. Revised working arrangements piloted until 31/01/22. Offices remained closed to public.	Milestone: Monitoring progress through Q2 service dashboard (update specific questions about return to office and working practices). During November 2021, survey staff to assess impact and effectiveness of new ways of working; what is working well? what could be better? Actual progress:	Milestone: Monitoring progress through Q3 service dashboard (update specific questions about return to office and working practices). Actual progress:
25	Contribute to Government reviews and policy Outcome sought: An independent effective and efficient organisation with strong links to local partners and communities, resourced with finance and necessary tools to 'deliver for Dartmoor'.	KB	Milestone: Precise milestones dependent on Government's response to the Glover review Actual progress: We have invited our new Minister to Dartmoor to discuss the Landscapes Review, FIPL etc (date TBC)	Milestone: TBD Actual progress: Formal government response to the Landscapes Review is delayed. Briefing note on Written Ministerial Statement sent to all Members. Lord Benyon has accepted our invitation to visit the National Park but date has been moved from October to November. No engagement from NPE on Spending Review	Milestone: Actual progress:	Milestone: Actual progress:
26	Develop a new partnership project to deliver Management Plan priorities and apply for National Heritage Lottery Funding to deliver Outcome sought: An external funding package to help deliver key priorities in the NPMP review including nature recovery, environmental enhancement, engaging and welcoming a wider range of people and supporting sustainable use of the NP, the local economy, jobs and communities.	AK	Milestone: Submit Application to Green Recovery Challenge Fund. Work up partnership bids for Nature 4 Climate trees and peatlands. Timing of bids to be confirmed Actual progress: Application to Green Recovery Challenge Fund submitted. Bid to the N4C Peatland Grant submitted through SW Peatlands Partnership (SWW) and report to Authority on 9 July. Meeting of possible partners for a new Heritage Fund bid proved positive and EoI being developed.	Milestone: Expression of interest (EoI) to NHLF for large Heritage Grant Actual progress: EoI submitted and NHLF have invited us to develop an application. Target submission date February/March 2022 for first round application. GRCF round 2 application successful, £410k to deliver 4 Traineeships, 3 Engagement Rangers and pilot Nature Enhancement Area baseline study between January 2022 and March 2023.	Milestone: Proceed with first round application for NHLF Heritage Grant including detailed projects, budget and partnership agreement. Start delivery of GRCF outcomes if successful including recruitment of staff Actual Progress:	Milestone: NHLF - report to Authority and submit first round application. GRCF - Trainees and Engagement team appointed and in post by 1 April 2022 Actual progress:
27	Developing a strong evidence base and partnerships Outcome sought: An evidence base and strong partnerships with key organisations (e.g., universities) to support our work, report on the state of the National Park and evidence the impact of work to deliver the National Park Management Plan.	AK	Milestone: Scope joint PHD with University of Exeter for Recreational Motivations Study. Second meeting with University of Exeter regarding erosion mapping and predictions work. Roll out SWEEP habitat Mapping and train staff. Roll out Visitor Survey through Engagement Volunteers, Outreach staff and Conservation and Access Trainees Actual progress: Motivations Study on hold due to lack of officer time. Awaiting a response from UoE regarding erosion mapping. SWEEP habitat mapping is completed, DNPA team and partners have completed training and the map is now being used. Visitor Survey is being conducted across Dartmoor via Engagement Volunteers, Outreach Vehicle.	Milestone: tbc - dependant on scoping and funding in Q1. Analyse visitor survey results for spring/summer 2021 Actual progress: No further progress in this quarter on the motivation study. Visitor Survey is being analysed and results will be presented to Authority as part of the end of season report in December.	Milestone: Analyse 2021 Visitor Survey results for the whole season. Actual progress:	Milestone: Actual progress:

Priorities:

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



NPA/AG/21/013

Dartmoor National Park Authority Audit and Governance Committee

5 November 2021

Performance Indicators 2021/22 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 2021/22 to date and consider any action which may be taken to maintain and/or improve good performance or to address under performance; and**
- (iii) **note the Annual Review Letter for 2020/21 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 2021/22 and provides an opportunity to discuss, query and challenge performance against each indicator.

2 Performance Indicators

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

3 Performance for the first half of the business year 2021/22

- 3.1 Attached at Appendix 1 is the list of performance indicators including a description of how we measure our achievement. Performance to Q2 this year is shown as well as the previous two years (2019/20 & 2020/21) for comparison purposes.

- 3.2 There is a continuing quarterly increase in applications received by the Planning Team – up by 77 applications compared to same two quarters last year. The team have managed to increase throughput of applications to ensure those held at the end of the quarter remain at normal levels. Performance against eight week determination figures have not met required targets in quarter 2 (those for minor applications 50% against a target of 65% - P1 and ‘others’ (householders) 79.2% against a target of 85% - P2). This is a reflection of staff changes (maternity leave, sickness absence and turnover) affecting continuity of workflow and capacity in the Development Management team. Necessary annual leave during summer months following Covid restrictions has also had an impact on capacity.
- 3.3 Recruitment of qualified planning staff continues to be difficult – a consistent theme across local and National Park authorities. Despite these challenges, team members are positive, performing well and dedicated to task.
- 3.4 The positive impact of new enforcement officer on ability to resolve cases, bringing overall number of open cases steadily downwards. Numbers of requests for pre-application advice is lower due to suspending householder/permitted development/non fee paying enquiries during quarter with emphasis on self-help through better website signposting. We continue to operate a pre-application service for more significant proposals that attract fee income.
- 3.5 Members are advised that we will not conduct a residents’ satisfaction survey (E6) due to staff resource and other priorities.
- 3.6 The number of working days lost due to sickness has increased in Q2 although this remains below the target for 2021/22. There has been an increase in coughs and colds which may be linked to more people interacting at work, at school and in the community generally.
- 3.7 Member attendance at Authority meetings was lower in quarter two meaning that overall attendance is slightly below the target (83% against a target of 86%).
- 3.8 Our fundraising this year has primarily focused around making Moor Otters a success and generating as much income as we can from that. This along with the lockdown at the beginning of the year has had an impact on Donate for Dartmoor income through Visitor Centres, which thankfully through Q2 has picked up. Moor Otters has helped with this.

4 Annual Review Letter 2020/21

- 4.1 In July 2021, the Local Government & Social Care Ombudsman published the Annual Review letter (see Appendix 2) containing details of the number of complaints and enquiries received and decisions made by the Ombudsman regarding Dartmoor National Park Authority for the period until 31 March 2021.
- 4.2 The Ombudsman received five complaints during 2020/21 all relating to planning and development. Three of these complaints were closed by the Ombudsman after making initial enquiries. One complaint was not upheld and the other was referred back to the Authority as the Ombudsman considered it to be premature.

5 Equality and Sustainability Impact

5.1 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.

6 Financial Implications

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

7 Conclusion

7.1 'Team Dartmoor' – staff, Members, and volunteers – continue to demonstrate dedication, flexibility, and adaptability to meet the challenge of working differently and in doing so remaining positive and supporting each other.

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

NEIL WHITE

Attachments: Appendix 1 - Performance Indicators 2021/22
Appendix 2 - Local Government & Social Care Ombudsman

20211105 NW PIs 2021-22

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2019/20	Outturn 2020/21	Target 2021/22	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	TARGET 2021/22
SUSTAIN - Conservation of the Natural and Historic Environment											
S12	Number of working days lost due to sickness per Full Time Equivalent (FTE)	a) including long term absence	NW	7.16	1.67	5	2.54	3.43			5
		b) excluding long term absence		3.94	1.04	2	2.54	2.38			2
S13	% of enforcement cases resolved without the need for formal action	JA/NS	92.70%	95.20%	90%	%	%	%	%	%	90%
S14	% of Membership attending Authority meetings	PB	Authority: 88% Development Mgt: 88% Audit & Gov'nce: 73% Overall attendance: 87%	Authority: 90% Development Mgt: 89% Audit & Gov'nce: 74% Overall attendance: 89%	85%	Authority: 89% Development Mgt: 89% Audit & Gov'nce: 80% Overall attendance: 88%	Authority: 84% Development Mgt: 79% Audit & Gov'nce: No Meeting Overall attendance: 83%	Authority: % Development Mgt: % Audit & Gov'nce: % Overall attendance: %	Authority: % Development Mgt: % Audit & Gov'nce: % Overall attendance: %	Authority: % Development Mgt: % Audit & Gov'nce: % Overall attendance: %	85%
S15	% of invoices paid on time	CAR	100%	99.94%	100%	100%	100%	%	%	%	100%
S17	% of appeals allowed against DNPA decision to refuse consent (low figure is positive)	CH/JA	27.27%	23.50%	33%	37.5%	Nil	%		%	%
ENJOY - Promote a positive experience of Dartmoor National Park for Residents and Visitors											
E1	Number of visitors to Visitor Centres at:	a) Haytor	RM	43,216	10,300	52,000	6,412	16,993			52,000
		b) Postbridge	RM	37,286	7,192	58,000	5,726	12,263			58,000
		c) Princetown	RM	70,551	11,541	80,000	6,769	17,722			80,000
		TOTAL:	RM	151,053	29,033	190,000	18,907	46,978			190,000
E4	Number of litter bags collected by DNPA staff or volunteers	SL	307	232	no target set	102	113				no target set
E7	Visitor Satisfaction	(b) Trip Advisor (stars achieved)	RM	4.6	4.3	4.6	4.4	4.3			4.6
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)	NW	304.5 (21.4%)	20	400	4 (0.3%)	68 (3.8%)				400
E10	Number of large scale organised events notified to the Authority and subsequently held on Dartmoor National Park (NB figures for large on road cycle "sportives" that we are not consulted on, are shown in brackets) [to be revised - see below]	AW	63	No events took place due to Covid restrictions	no target - record of trends	6 (plus 1 cycling sportive)	18				no target - record of trends
	number of people participating	AW	15,500	0	reduce number of very large events	1990 (3500)	6,365				reduce number of very large events
E11*	Public engagement events	CP	75 (3212 people)	28 events (24,395 people)	135 events	7 events (573 People)	8 events (1015 people)				135 events

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2019/20	Outturn 2020/21	Target 2021/22	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	TARGET 2021/22	
PROSPER - Work towards ensuring Dartmoor has a thriving economy												
P1		a) major applications determined within 13 weeks *If over 13 weeks Nos of PPAs or Exts	CH	Nil	50.00%	50%	Nil	Nil			50%	
		b) minor applications determined within 8 weeks	CH	67.20%	53.20%	65%	82.10%	50.00%			65%	
		c) other applications determined within 8 weeks	CH	72.70%	76.20%	85%	83.10%	79.20%			85%	
P2	% of planning applications dealt with in a timely manner:	a) % of all planning applications determined which have been approved	CH	86.90%	85.80%	no target - success is positive decisions for Dartmoor	91.40%	87.40%	%	%		no target - success is positive decisions for Dartmoor
		b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	CH	62.20%	69.56%	80%	85.00%	100.00%	%	%		reduced to 80%
		c) % of pre-applications for major applications which have been dealt with within 42 days	CH	66.90%	100%	70%	Nil	Nil				70%
P3	Volunteer Days	a) Total number of volunteer days organised or supported by the NPA	NW	1486	1520	9000 (including volunteer conservation groups grant aided by DNPA)	210	1917				9000 (including volunteer conservation groups grant aided by DNPA)
				£75/volunteer day								
		b) Value (expressed in £) of volunteer days	NW (via NPE)	£111,450	£152,325	£675,000	£26,300	£191,700	£0	£0		
P5	Number of affordable housing units approved		DJ	7 (82 affordable units approved subject to S.106 Agreements)	78	25	0	8			25	
P9	Number of:	a) Followers on Social Media	SH	47,216	67,337	78,000	69,721	71,120				60,000
		b) Subscribers to e-communications (running total)	SH	1,939	3,047	4,000	3,285	3,377				2,500
		c) % opened	SH		44% [av]	45%	37%	36%				45%
P10	Number of unique visitors to website & page views		SH	359,252 / 1,522,993	537,629/1,800,336	400,000 / 2,000,000	146,857/568,701	154,168/584,391			350,000 / 2,000,000	
P11	Parish Meetings	% of Parish meetings attended at least once in the year	PB	87%		80%	Reported Annually				80%	
		a) Number of Parish meetings attended by Rangers / Officers	PB	36		53	5				53	
		b) Number of Parish meetings attended by Members	PB	79		30	23				30	
P12	DNPA attendance at Local shows	a) Number of shows attended	CP	16	0	18	0	3			18	
		b) Number of contacts made	CP	2427	0	2,500	0	823			2,500	

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2019/20	Outturn 2020/21	Target 2021/22	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Outturn	TARGET 2021/22
P13	Number of parishes engaged in preparing a community led plan during the year with advice /assistance from DNPA	Forward Planning	10		To be confirmed	No longer reported on - only reactive support now provided and via links with Districts.					To be confirmed
P14	Donate for Dartmoor:	LT	£26,734	£5,006	Overall target: £30,000	£813	£3678 (Cumulative £4491)	£ (Cumulative £)	£ (Cumulative £)		Overall target: £30,000

 Family Performance Indicators

21 July 2021

By email

Dr Bishop
Chief Executive & NPO
Dartmoor National Park Authority

Dear Dr Bishop

Annual Review letter 2021

I write to you with our annual summary of statistics on the decisions made by the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2021. At the end of a challenging year, we maintain that good public administration is more important than ever and I hope this feedback provides you with both the opportunity to reflect on your authority's performance and plan for the future.

You will be aware that, at the end of March 2020 we took the unprecedented step of temporarily stopping our casework, in the wider public interest, to allow authorities to concentrate efforts on vital frontline services during the first wave of the Covid-19 outbreak. We restarted casework in late June 2020, after a three month pause.

We listened to your feedback and decided it was unnecessary to pause our casework again during further waves of the pandemic. Instead, we have encouraged authorities to talk to us on an individual basis about difficulties responding to any stage of an investigation, including implementing our recommendations. We continue this approach and urge you to maintain clear communication with us.

Complaint statistics

This year, we continue to focus on the outcomes of complaints and what can be learned from them. We want to provide you with the most insightful information we can and have focused statistics on three key areas:

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

Compliance with recommendations - We recommend ways for authorities 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 authority upheld the complaint and we agreed with how it offered to put things right. We encourage the early resolution of complaints and credit authorities that accept fault and find appropriate ways to put things right.

Finally, we compare the three key annual statistics for your authority with similar types of authorities to work out an average level of performance.

Council's annual data will be uploaded to our interactive map, [Your council's performance](#), along with a copy of this letter on 28 July 2021. This useful tool places all our data and information about councils in one place. You can find the decisions we have made, public reports we have issued, and the service improvements councils have agreed to make as a result of our investigations, as well as previous annual review letters.

As you would expect, data has been impacted by the pause to casework in the first quarter of the year. This should be considered when making comparisons with previous year's data.

Supporting complaint and service improvement

I am increasingly concerned about the evidence I see of the erosion of effective complaint functions in local authorities. While no doubt the result of considerable and prolonged budget and demand pressures, the Covid-19 pandemic appears to have amplified the problems and my concerns. With much greater frequency, we find poor local complaint handling practices when investigating substantive service issues and see evidence of reductions in the overall capacity, status and visibility of local redress systems.

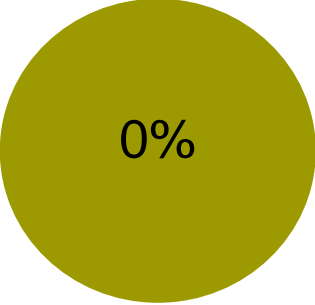
With this context in mind, we are developing a new programme of work that will utilise complaints to drive improvements in both local complaint systems and services. We want to use the rich evidence of our casework to better identify authorities that need support to improve their complaint handling and target specific support to them. We are at the start of this ambitious work and there will be opportunities for local authorities to shape it over the coming months and years.

An already established tool we have for supporting improvements in local complaint handling is our successful training programme. During the year, we successfully adapted our face-to-face courses for online delivery. We provided 79 online workshops during the year, reaching more than 1,100 people. To find out more visit www.lgo.org.uk/training.

Yours sincerely,



Michael King
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Complaints upheld	
	<p>0% of complaints we investigated were upheld.</p> <p>This compares to an average of 0% in similar authorities.</p> <p>Statistics are based on a total of 1 detailed investigation for the period between 1 April 2020 to 31 March 2021</p> <p>0 upheld decisions</p>
Compliance with Ombudsman recommendations	
No recommendations were due for compliance in this period	
Satisfactory remedy provided by the authority	
The Ombudsman did not uphold any detailed investigations during this period	

NOTE: To allow authorities to respond to the Covid-19 pandemic, we did not accept new complaints and stopped investigating existing cases between March and June 2020. This reduced the number of complaints we received and decided in the 20-21 year. Please consider this when comparing data from previous years.



NPA/AG/21/014

Dartmoor National Park Authority Audit and Governance Committee

5 November 2021

Strategic Risk Register 2021/22

Report of the Head of Organisational Development

Recommendation: **That Members approve the Strategic Risk Register for 2021/22 attached at Appendix 1**

1 Background

- 1.1 The Strategic Risk Register forms part of the Authority's overall risk management strategy.
- 1.2 While the formal recording of risk management information is clearly important, equally important are the discussions and dialogues that take place about identifying and managing risks across all areas from the individual to the organisational.

2 Monitoring and Reporting Framework

- 2.1 As part of the risk management strategy it is important that Members review the strategic risks for the Authority to raise issues for further consideration and highlight possible areas of risk for addition or deletion.
- 2.2 Appendix 1 contains the Strategic Risk Register for 2021/22 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).

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

- 0 – 9 = Green – risk accepted;
- 10 – 19 = Yellow - needs attention;
- 20 – 25 = Red – cause for concern.

2.4 Leadership Team monitors and reviews the Strategic Risk Register on a quarterly basis to ensure we are clear about potential risks and how we might mitigate these. The Register has been updated considering changing circumstances with the following specific changes highlighted:

- F4 Moor Otters - *removed*
- S5 Farming in Protected Landscapes – *added*
- S6 Review of Byelaws - *added*

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

Risk Ref	Risk Description	Planned Residual Risk
PERFORMANCE		
P1	Ineffective internal communication	8
P2	Inadequate external communication/community engagement	6
P3	Inadequate Info Management/Business Continuity Planning.	15
P4	Inadequate focus on Performance Management	6
P5	Lack of support to deliver on the actions in the NPMP	6
P6	Failure to determine major planning applications < 13 weeks	4
STRATEGY		
S1	Failure to implement culture of risk assessment/management	6
S2	Emergencies affecting DNPA land/buildings or activity	4
S3	Managing officer workload	15
S4	Workforce planning and resilience	20
S5	Farming in Protected Landscapes	9
S6	Review of Byelaws	9
FINANCE		
F1	Potential for further reductions in National Park Grant	16
F2	Inadequate financial management	4
F3	Appeals, Public Enquiries and enforcement action	6
GOVERNANCE		
G1	Fraud & Corruption	2
G2	Inadequate procurement practice	6
G3	Inadequate management of partnerships and projects	8
G4	Inadequate decision-making process and documentation	6
G5	Failure to implement new or changes to legislation or policy	6

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

3 Equality and Sustainability Impact

- 3.1 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.

4 Financial Implications

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

5 Recommendation

- 5.1 Members are invited to discuss and approve the register, subject to any amendments Members may wish to make.

NEIL WHITE

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Risk Category: PERFORMANCE

Appendix 1 to Report No. NPA/AG/21/014

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P1	Ineffective internal communication				
	<p>Consequence if no action</p> <p>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</p>	<p>Leadership Team meets every Monday morning for a quick communication catch up. Messages are then disseminated as appropriate. Key messages are communicated by email to all staff.</p> <p>Monday Message is a regular communication tool from Chief Executive to all staff and Members.</p> <p>“Golden thread” linking Partnership Plan and Business Plan with individual appraisals & 1:1s.</p> <p>Annual <i>Team Dartmoor Day</i> (cancelled in 2020 & 2021) and individual <i>Team Dartmoor</i> days. Regular team meetings (virtually via Teams as required/appropriate)</p> <p>‘Time Well Spent’ middle managers meeting</p> <p>Intranet & website</p> <p>Regular briefings to Members and two officer/Member working panels (virtually via Teams as required/appropriate).</p> <p>Video conferencing facilities essential tools for internal/external comms supported by investment in new laptops and mobile phones.</p>	3	4	12
Additional control measures planned					
<p>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) with focus on employee engagement. Regular meetings between LT & Service Heads/Team Managers to share strategic direction, key developments, political and financial context (during lockdown LT and managers met regularly to establish new working arrangements and ensure effective communication was maintained. Effective staff induction process in place. Communication methods constantly reviewed and mixture of written and face to face utilised. Additional training planned for MS Teams to ensure staff are getting the most from new communication channels. Staff survey to inform future working arrangements (April 2021). Leadership Team developed principles for future working arrangements. Managers held individual meetings with staff to agree blended working arrangements (pilot for 6 months until end of January 2022).</p>					
Resources required: Staff & Member time is needed to participate fully. Funding for MS Teams training.					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Appendix 1 to Report No. NPA/AG/21/014

Planned Residual Risk	Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
	2	4	8
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			

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Appendix 1 to Report No. NPA/AG/21/014

Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P2	Inadequate external communication and community engagement				
	<p>Consequence if no action Damage to reputation. Poor support from community, business & stakeholders Lack of understanding of the value of DNPA and the work it does Confusion with other organisations Projects not supported as no 'buy-in' from stakeholders</p>	Communications strategy implemented through developing a forward plan. Supporting communication tools include: Media briefings & releases Authority publications Authority Website Variety of forums Social media, films, and targeted e-newsletters Surveys Outreach and Engagement strategy developed with several projects and initiatives highlighted to target engaging with communities and key underrepresented groups	3	3	9
Additional control measures planned					
<p>Communications & Community engagement are priorities for the Authority. Refreshing the communications strategy to develop a forward plan and manage reputational issues, alongside embedded outreach and community engagement are key to reaching our target audiences. At a national level, a UK Comms team develop the national park brand, highlight, and share the positive work the national parks do.</p> <p>Residents' survey undertaken in 2013 and 2017. Financial pressures mean we no longer budget for the residents survey and it is not within our work programmes.</p> <p>Online planning satisfaction survey with a link provided to all users of the planning service (from pre-application to formal planning applications).</p> <p>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. Continue with supplying content in parish/community magazines/newsletters and quarterly newsletter Moor Life to improve awareness and understanding of our work.</p> <p>Resumption of face to face meetings from May 2021 including live audio stream to facilitate greater public access.</p> <p>The Authority has been praised for the way it kept communities informed and how the visitor management messages were coordinated and shared with landowners such as NT/SWLT and Dartmoor Commons Owners.</p> <p>We are continuing to use a mix of digital and 'real world' communication to engage and inform.</p>					
<p>Resources required: Staff time will be needed to communicate and engage with residents and prepare materials. The extra capacity and new focus for Community Engagement has been useful and well received</p>					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

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Planned Residual Risk	Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
	2	3	6
<p>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</p>			

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Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Appendix 1 to Report No. NPA/AG/21/014

Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P3	Inadequate Information Management and Information Technology System failure. Inadequate Business Continuity Planning.				
	<p>Consequence if no action</p> <p>Non-compliance with legislation. Inability to provide core services. Loss of reputation. Impact on service delivery. Breakdown of communication. Delays/failure to update records.</p>	<p>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 annually to ensure system integrity Planning system (PACS) is no longer supported and the project to replace this core business system has been delayed – not expected until mid-2022. Lack of external support and loss of experienced staff in ICT means only Head of ICT has knowledge of PACS system to fix problems.</p>	3	5	15
Additional control measures planned					
Additional firewall appliance planned for installation in 2021/22 to act as a hot spare, introducing redundancy to minimise the impact of hardware failure which would otherwise result in loss of connectivity and in particular, loss of the ability for					

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

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home/remote working.			
Resources required Staff Time Funds for new ICT hardware and software			
Planned Residual Risk	Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
	3	5	15
Outcome Continuous business efficiency in the event of systems failure or major emergency affecting operational buildings			

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Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Appendix 1 to Report No. NPA/AG/21/014

Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P4	Inadequate focus on Performance Management (including customer service)				
	<p>Consequence if no action</p> <p>Individual and organisational performance not monitored. Low achieving Authority Unclear targets and objectives. Resources not targeted</p> <p>Reputational risk for the Authority.</p> <p>More complaints.</p>	<p>Business Plan & Annual Review Organisational Development Strategy Service dashboards 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</p>	3	3	9
Additional control measures planned					
Terms of reference for Audit and Governance Committee reviewed and updated (2018). Assurance & Governance training provided to members (Dec 2017) to help with their role to challenge, scrutinise and gain assurance, especially in areas such as audit, finance, performance, and governance.					
Resources required: Staff time					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6
Outcome					
Good performing organisation, with evidence of continuous improvement					

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Appendix 1 to Report No. NPA/AG/21/014

Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P5	Lack of support and resources from partners/stakeholders to deliver on the actions in the Management Plan				
	<p>Consequence if no action</p> <p>Management Plan actions not undertaken</p> <p>Ambitions not delivered</p>	Extensive engagement with partners and stakeholders in development of the current NPMP. Revised NPMP has been approved by the Authority and will be published first quarter of 2021/22. Resources to deliver are going to be a challenge given uncertainty over public spending and the impact of COVID on charitable partners. The new ELMS will be a crucial deliver mechanism and the details of this are still unclear. We are working closely with partners and this will be crucial going forward, the bid to the Green Recovery Challenge Fund and Princes Countryside Fund.	3	3	9
Additional control measures planned					
Strategic Planning & Projects Officer appointed to project manage this work and contract extended to March 2022. Reviewing governance arrangements for the NPMP					
Resources required: Staff time					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6
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					

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Appendix 1 to Report No. NPA/AG/21/014

Risk Category: PERFORMANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
P6	Failure to determine major planning applications within the set Government target of 13 weeks				
	<p>Consequence if no action</p> <p>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>	<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 need to be realistic about time scale on framework, particularly if legal work is required.</p> <p>COVID-19 related restrictions have added complexity for site visits and engagement with applications (actual and potential). We have invested in tablets for Planning Officers to reduce reliance on paper plans and improve our effectiveness. The planned investment in a new planning IT system should also assist.</p>	1	4	4
Additional control measures planned					
Structure established for Planning Service to provide effective leadership and management. Appointed to posts in Development Management and Enforcement to maintain capacity at officer level. Service level agreement for provision of legal services in place.					
Resources required: Staff time					
Planned Residual Risk			Probability (5=high,	Severity (5=high,	Planned Residual

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

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	1=low)	1=low)	Risk Rating
	1	4	4
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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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Risk Category: STRATEGY

Appendix 1 to Report No. NPA/AG/21/014

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S1	Failure to implement a robust culture of risk assessment and risk management.				
	<p>Consequence if no action 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>	Risk Management Strategy Risks monitored by A&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 & Wellbeing Committee SLA with TDC to provide operational and strategic H&S support and compliance. Risk assessment training provided regularly to relevant officers and further training available. H&S briefing provided at induction	2	3	6
Additional control measures planned					
Reviewed health and safety management in 2019/20; revised SLA in place with TDC for 2021/22 All members of LT have completed IOSH 'Leading Safely' course: Head of Organisational Development (June 2017); Head of Business Support (2018); Chief Exec, Director of Conservation & Communities, Head of Comms & Fundraising (April 2019) Increased focus on strategic management of occupational health and safety. Health & Safety training provided (April 2018). Risk Assessment training delivered to managers and staff (35) - Nov 2018; H&S training plans being developed, review/rationalisation of current risk assessments ongoing. Organisational and site-specific risk assessments in relation to Covid-19, including detailed zoning plans of offices showing maximum occupancy levels, created, and reviewed regularly. Changes to risk assessments are being informed by Government guidance and feedback from staff and Managers.					
Resources required: None					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

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Outcome

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

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Risk Category: STRATEGY

Appendix 1 to Report No. NPA/AG/21/014

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S2	Emergencies affecting land or buildings owned or leased by DNPA or operational activity				
	<p>Consequence if no action</p> <p>Incidents such as flooding, storms, fire, which could disrupt the business of the Authority. Possible restrictions on access imposed because of outbreaks of disease. Denial of access to key premises resulting in major disruption to service delivery. Financial – increased cost of provision of alternative working locations.</p>	<p>Emergency Planning. Close working relationship with police and other emergency services Staff awareness training (induction training). ICT Disaster Recovery plan, H&S, Lightning Protection, Fire Regulations (including regular testing of fire systems), etc. Alternate venues/home working available in the event of loss of office accommodation. Robust maintenance programme and risk assessments for operational property</p>	1	4	4
Additional control measures planned					
This is a risk which it is difficult to control, but is considered relatively low risk					
Offices and Visitor Centres initially closed during Covid-19 lockdown but regular security and building compliance checks carried out but Works Team throughout. Occupancy levels in premises controlled through risk assessment and zoning plans to reduce risks to staff from Coronavirus. Supported staff to work effectively at home; provision of IT systems and equipment.					
Resources required:					
Funding for Personal Protective Equipment, including perspex screens, hand sanitiser, face masks and visors, paper towels, anti-bacterial wipes etc., from Health & Safety budget.					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			1	4	4
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					

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Risk Category: STRATEGY

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Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S3	Managing officer workload. Our challenge will always be to ensure we set realistic work programmes but also improve organisational 'productivity'				
	<p>Consequence if no action</p> <p>Failure to deliver corporate objectives. High stress levels and staff absence. Targets/improvement not achieved Staff unclear of roles & responsibilities in new structure</p>	<p>Officers (particularly middle managers) fully involved in developing the Authority's Business Plan and thus 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 to 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.</p>	3	5	15
Additional control measures planned					
Face to face (Covid-Secure) appraisals (Feb/Mar 2021) encouraged with a focus on employee wellbeing and working effectively. Work programmes revised due to Covid-19. Staff survey to inform future working arrangements (April 2021)					
Resources required: Staff time and resources to deliver an effective programme.					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			3	5	15
Outcome					
Well informed, motivated workforce Effective leadership Appropriately supported and trained staff					

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Risk Category: STRATEGY

Appendix 1 to Report No. NPA/AG/21/014

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S4	Workforce planning/resilience: limited capacity to cover for absences of key posts. Difficulty to recruit to certain posts. The risk derives primarily from the lack of core funding and the inherent problem of retaining staff on fixed term contracts				
	<p>Consequence if no action</p> <p>Reduced capacity/productivity Service pressures could lead to 'bad' decisions and high stress levels Poor performance Increase in complaints Contracts and obligations not fulfilled</p>	<p>Active staff management and support through a mixture of:</p> <ul style="list-style-type: none"> • Project Fund enabling flexibility to buy-in support as required • Staff support e.g. Occupational Health, EAP; counselling etc. • Increased joint working with other Local Authorities and partners • Some SLAs in place (Finance, ICT, Payroll, H&S, Legal) • LT regularly review workforce planning and impact of staff absence • LT strategic meetings consider future work programmes / direction of travel • Effective performance and absence management policies and practices 	5	5	25
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. Higher levels of turnover and difficulty in recruiting to services (e.g. development management, ICT) during 2021 is placing additional pressure on some teams.					
Resources required: Staff time and resources to deliver an effective programme. May need external support					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			4	5	20

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

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Outcome

Well informed, motivated workforce

Effective leadership

Appropriately supported and trained staff

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

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Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S5	Farming in Protected Landscapes (FiPL): risks associated with Authority's decision to participate in FiPL programme	NB. key risks and full detail of mitigation measures are set out in Authority report dated 9 July 2021			
	<p>Consequence if no action Lack of applications Staff resource</p> <p>Link with existing agri-environment schemes</p> <p>Financial risk as the accountable body</p> <p>End of Year 1 spend and lack of clarity of funding in Years 2 & 3</p> <p>Local Assessment Panels (LAP)</p>	<p>Effective local communication and engagement Project Manager appointed; seeking dedicated project officer; work programmes reviewed Process checked with Rural Payments Agency Natural England involved in Local Assessment Panel</p> <p>Ensure National Framework works with internal governance arrangements. Clear governance arrangements required at protected landscape level</p> <p>Highlighted as significant risk to Defra; Defra to review once FiPL operational; risk of no funding or reduced funding in years 2 and 3 is low given commitment in Agricultural Transition Plan</p> <p>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</p>	Cumulative score 3	4	12
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 in September 2021 and regularly to consider applications promptly.					
Resources required: Staff time and financial resources					

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

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Planned Residual Risk	Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
	3	3	9
Outcome Prompt action when delays or new risks identified resulting in successful delivery of the programme.			

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Appendix 1 to Report No. NPA/AG/21/014

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
S6	Review of byelaws with respect to access land in Dartmoor National Park	NB. key risks and full detail of mitigation measures are set out in Authority report dated 9 July 2021			
	<p>Consequence if no action</p> <p>Reputational risk that the Authority is perceived to be 'anti visitor' Legal risk of challenge of the process Staff resources</p>	<p>Clear communications Full public consultation Thorough and considered approach to responses received through the consultation Process agreed with legal advisers Defra advice requested at start of the consultation period</p>	4	5	20
Additional control measures planned					
<p>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. Seek Defra response before drafting any changes Pro-active communications</p>					
Resources required:					
Officer time and support from legal advisers					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			3	3	9

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

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Outcome

Revised byelaws are proportionate and deliver against objectives.

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Risk Category: FINANCE

Appendix 1 to Report No. NPA/AG/21/014

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
F1	Potential for reductions in National Park Grant (NPG) and / or changes in Defra's requirements (clause 23 of the National Parks Financial Grant Agreement)				
	<p>Consequence if no action</p> <p>Insufficient funds to meet statutory requirements and delivery of National Park Purposes. Failure to meet Performance Targets 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>Authority has set a balanced budget for 2021/22 receiving a one-year flat cash settlement only. The 2020 comprehensive spending review (CSR) was postponed due to Covid. Assurance has been obtained from Defra that Clause 23 of the National Park Funding Agreement would only be exercised in exceptional circumstances; that existing commitments (of NPAs) would be honored and that advance discussions would take place, before implementation Indications are that CSR 2021 will not result in any new money and no increase in our core grant. If this materialises then we will, again, have to absorb inflationary pressures. Workforce and resource planning is an on-going process to match revenue and resources to deliver outcomes Developing new strategies and ideas to generate other income streams, to reduce reliance on NPG Robust level of Reserve Balances maintained. Strong budget management and procurement performance and evidence of using resources efficiently and effectively</p>	4	5	20
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					

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

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public services.			
Resources required: Officer time			
Planned Residual Risk	Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
	4	4	16
Outcome Focused organisation with resources targeted to agreed priorities Acknowledgement from Defra that DNPA will remain reliant on public funding given limited opportunities to diversify income sources given the lack of 'assets' we own/lease			

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Risk Category: FINANCE

Appendix 1 to Report No. NPA/AG/21/014

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
F2	Inadequate financial management				
	<p>Consequence if no action</p> <p>Unfunded budget variance. Under spend of core grant Reputational damage</p> <p>Covid 19 – risk of reduced income when facilities are closed due to lockdowns and customers unable to pay for services received (debtors)</p>	<p>Robust budget monitoring and procurement process. Financial Regulations / Standing Orders. Sustainable procurement policy Procurement procedures Staff training on procurement rules and procedures Devolved budgets with clear accountability supported by timely and accurate financial reporting Quarterly reports to Leadership Team & A&G Committee Training for staff in financial management</p> <p>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.</p>	2	4	8
Additional control measures planned					
On-going training for staff in financial management and procurement Capacity issues are recognised and extra support is brought in to progress work programmes					
Resources required: Staff time and training resources					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			1	4	4

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

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Outcome

Financial outturn on target

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Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Appendix 1 to Report No. NPA/AG/21/014

Risk Category: FINANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
F3	Appeals, Public Enquiries and enforcement action could expose the Authority to considerable financial risks and create poor PR				
	<p>Consequence if no action</p> <p>Bad decisions that damage Dartmoor Additional costs and significant budget overspend Loss of public confidence Poor PR</p>	<p>Head of Development Management reviews all appeal files to learn lessons; reporting to LT and Members</p> <p>External legal advice and support obtained where necessary</p> <p>Good Practice Guide for Members and officers (planning) and appropriate training</p> <p>Enforcement Policy</p>	3	5	15
Additional control measures planned					
<p>Procure expert input when necessary</p> <p>Clear project management arrangements for high profile cases</p> <p>Clear operational procedures to support Enforcement Policy</p>					
Resources required: Staff time and financial resources					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6
Outcome					
<p>All decisions are lawful, in accordance with advice and can be supported on appeal</p> <p>Public confidence in decisions</p> <p>Minimise payment of costs</p>					

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Risk Category: GOVERNANCE

Appendix 1 to Report No. NPA/AG/21/014

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
G1	Fraud & Corruption				
	Consequence if no action 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	1	2	2
Additional control measures planned					
Risks monitored especially during financially difficult times					
Resources required: Staff time					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			1	2	2
Outcome					
Staff aware of risks and controls regarding fraud & corruption					

Red = Cause for Concern – scores 20-25

Yellow = Needs Attention – scores 10-19

Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Appendix 1 to Report No. NPA/AG/21/014

Risk Category: GOVERNANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
G2	Inadequate procurement practice				
	<p>Consequence if no action</p> <p>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</p>	<p>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</p>	2	3	6
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					
Planned Residual Risk			2	3	6
Outcome					
All procurement undertaken within policies, procedures & legislation					

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Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Appendix 1 to Report No. NPA/AG/21/014

Risk Category: GOVERNANCE

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
G3	Inadequate management (and success) of partnerships and projects				
	<p>Consequence if no action Failure to meet DNPA objectives. Inadequate SLAs and potentially poor performance, service failure & reputational damage. Inadequate contract conditions/ management structure & dispute resolution process. Failure of partnership arrangement. Financial over-commitment by the Authority due to unpaid grant claims.</p>	Signing up to formal agreements (Contracts, SLAs, MoUs, etc.) that set out terms of reference, agreed objectives and outcomes, roles, responsibilities, exit strategies etc. Risk Assessments. Standing Orders. Financial Regulations. Internal/External Audit. External partners' controls Parke House Project Management Embedded link between project management and personal performance management via appraisals, work plans and the Business Plan. Performance monitoring - Business Plan.	3	4	12
Additional control measures planned					
Ongoing monitoring of compliance with procedures and staff training.					
Resources required: Staff time					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	4	8
Outcome					
Robust, well managed partnerships and projects that help to deliver Business Plan and National Park Management Plan objectives					

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Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Risk Category: GOVERNANCE

Appendix 1 to Report No. NPA/AG/21/014

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
G4	Inadequate decision-making process; inadequately documented decision-making process				
	<p>Consequence if no action</p> <p>Financial cost. Judicial reviews/Legal challenges. Loss of reputation. Demands on legal service time High level of complaints/appeals Information Commissioner adverse finding</p>	<p>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 of decisions undertaken under delegated powers Written advice about recording key decisions and process established</p> <p>During the COVID-19 pandemic we have continued to keep Members informed and provided regular briefings (written and via video conference).</p>	2	3	6
Additional control measures planned					
Ongoing training for staff and Members					
Resources required: Staff & member time and training resources					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating
			2	3	6
Outcome					
Low level of complaints, appeals & legal challenge					

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Green = Ok – scores 0-9

DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Risk Category: GOVERNANCE

Appendix 1 to Report No. NPA/AG/21/014

Risk Ref	Risk Description	Control measures to manage risk	Risk Rating		
			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Residual Risk Rating
G5	<p>Changes in legislation/failure to implement new legislation or policy</p> <p>We are currently in a period of unprecedented policy uncertainty: we await the Government's response to the Landscapes Review; the Government is considering profound changes to the planning system; delays to the Environment Bill could mean a potential enforcement gap; details of the new Environmental Land Management system are unclear and post Brexit trade and economic development arrangements are unknown</p>				
	<p>Consequence if no action</p> <p>Financial cost/budget difficulties. Requirement to revise working practices or introduce new systems. Potential compliance difficulties. Financial impact if the Authority cannot effectively respond promptly</p>	<p>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 Up-dates and policy work via National Parks England and various Professional network groups</p>	2	3	6
Additional control measures planned					
Various legislation relating to planning to be monitored closely by Head of Development Management and Head of Forward Planning & Economy					
Resources required: Staff time with a plethora of legislation and consultations being issued					
Planned Residual Risk			Probability (5=high, 1=low)	Severity (5=high, 1=low)	Planned Residual Risk Rating

Red = Cause for Concern – scores 20-25

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DARTMOOR NATIONAL PARK AUTHORITY STRATEGIC RISK REGISTER 2021/22

Appendix 1 to Report No. NPA/AG/21/014

	2	3	6
Outcome Legally compliant with no challenges through Judicial Review			

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