

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

13 February 2009

PERFORMANCE & DECISION MONITORING REPORT OCTOBER – DECEMBER 2008

Report of the Director of Corporate Services

Recommendation : **That Members:**

- (i) note the report**
- (ii) consider any action which may need to be taken to address areas of reported under performance, significant risk or decisions of the Authority not yet implemented**

1 Purpose of the Report

1.1 This report is to inform Members of performance against Corporate priorities for the third quarter of 2008/09, and provide the opportunity for discussion and challenge regarding progress. It also provides Members with the opportunity to review the current strategic risks for the organisation as a whole and the decisions made by the Authority and their implementation.

2 Performance for 2008/09

2.1 Enclosed at Appendix 1 (colour document) is the reported performance against targets set in the Corporate Plan 2008-2011.

2.2 Overall, performance is acceptable, although Members will note that there is underachievement in some areas, both planned and unplanned. Commentary on the individual performance indicator is included in the Appendix and further explanation is given below for some areas where reported progress is particularly slow. Members are invited to comment on the performance to date.

2.3 In respect of increasing the area of native woodland, after a promising start with 2 potential schemes totaling 10ha, both owners withdrew their applications. The smaller 3ha area probably postponing until 09/10; the other awaiting the end of Environmentally Sensitive Area (ESA) scheme payments. The charity Moor Trees usually secures 1 - 5ha but currently only has one 1.5ha scheme which is now looking doubtful. We do not know of any schemes submitted privately at this point in time.

- 2.4 There is some concern about the Forestry Commission's woodland grant application process but one of the major constraints appears to be the unknowns relating to Higher Level Scheme (HLS) bids and the impact of the loss of improved pastures on the farm economy in these difficult times. Every land owner with improved pasture adjacent to an ancient woodland has been written to at least twice with follow up calls and the Restoring Ancient Woodland (RAW) project held two open days to showcase the process and establishment techniques, with limited impact. Even in the challenge fund days 2000 - 2005 when 100% grants were available Dartmoor rarely secured more than 12ha of woodland creation. From 2006, following the closure of the challenge fund (extended following significant success across northern National Parks), the Forestry Commission have been able to offer an additional £1000/ha grant in their mapped habitat networks, providing around 70% of establishment costs depending on the chosen techniques. The lack of interest across the region is likely to see the loss of this supplement bringing grant aid down further to 55%. In the wake of the latest economic climate it is anticipated that woodland creation will be very low on the priority list. It is questionable as to whether this should remain a target for future years.
- 2.5 The quinquennial survey of listed buildings at risk has now been completed and the Register of Buildings at Risk is being revised. List entries often include more than one building (e.g. 'linhays and barn NW of farmstead') and until all listed properties had been visited during the course of the survey, the total number of listed buildings is an estimate. Efforts have concentrated on getting the baseline data as accurate as possible, so that future CPIs will be more meaningful; the revised Buildings at Risk Register will allow for a more targeted approach of activity. The figures for the final quarter of 2008-09 will therefore reflect a new total of all listed buildings and a new total of Buildings at Risk. In the meantime, based on current figures, the end of year figure is likely to be between 1 & 2%. The target was set at 3% as previous experience indicated that this was achievable, but the need to revise the current list became more expedient.
- 2.6 Performance for providing sustainable access has also proven variable, with targets for PROW being exceeded, but some supported transport initiatives experiencing difficulties. Comments are included in the Appendix, but in relation to Easy Going Tours it is worth noting that themed tours, such as those bringing to life moorland myths and legends, remain popular and new themes are being explored for 2009/10 to cater for a wider range of interests and to draw in new audiences. Customer feedback remains positive across all the areas and is backed up by many repeat bookings. The Tavistock area reported their best year yet with most tours fully booked and some with a waiting list. Overall passenger figures were lower than in 2007, but this was largely due to the weather and because there were two fewer tours due to capacity issues with the Community Transport Groups.
- 2.7 With regard to the "Wealth of Wildlife" initiative, officers feel that recruitment to this scheme has probably reached a natural end with 55 businesses now signed up. Further recruitment will take officer time and resource that is currently focused elsewhere (developing the Dartmoor Partnership, audio walks etc). The next opportunity to develop the project will be through the Dartmoor Farmers Association

and potential events or activities on farms being pursued through the Dartmoor Partnership.

- 2.8 Reporting of CO₂ emissions has been altered this quarter following a change to the guidance issued by Defra from reporting on calendar year to financial year. The report therefore covers the period 1 April to 31 December 2008. In addition there was an error in the Defra tool last quarter which meant the calculation of the emissions from use of oil at Princetown was significantly under what it should have been. This has now been corrected. Whilst this is the baseline year for reporting for Defra, as part of the work on the Sustainability Action Plan the Defra tool has been used to calculate CO₂ emissions for energy use back to 2005/06 (See graph at Appendix 2). This shows a decrease year on year, and figures for the year to date suggest this trend is continuing in 2008/09 and we are on target for a further 10% reduction in 2008/09.
- 2.9 Members were anxious not to lose a focus on equality issues when the Corporate PIs were revised for 2008/09. These have not, as yet, been incorporated as it was felt advisable to await the outcome of discussions between all the National Park Authorities and to re-introduce from 2009 onwards when all NPAs would be collecting the same information for comparison and benchmarking. Attached at Appendix 3 are the Performance Indicators which have now been agreed across the NPAs and which will need to be incorporated into our performance framework for 2009/10 onwards.
- 2.10 Information on staff turnover is included at Appendix 4, including reason for leaving and whether replaced, as requested by Members at the last meeting of this Committee.

3 Strategic Risk Register 2008/09

- 3.1 A review of the current risks facing the Authority has been undertaken, and is attached at Appendix 5 (colour document).
- 3.2 Members are invited to discuss the review and offer their advice.

4 Decision monitoring

- 4.1 As previously agreed, progress in respect of the implementation of Authority decisions should be reported to this Committee on a quarterly basis. Appendix 6 provides information on outstanding decisions of the Authority dating back to January 2007, when this monitoring commenced, and actions taken to date. One strategic issue outstanding from the review of the previous five years is also included for completeness. As agreed at the last meeting of this Committee, only outstanding decisions will now be reported.

5 Conclusion

- 5.1 As the Authority moves towards the end of the current financial year, it can be seen that performance has been variable due to a mixture of changing demands, financial constraints, weather and staff capacity. The Authority has also set itself a tough work

programme in reviewing a number of its operations, and this may have had some impact. Despite this, progress continues to be made and it is important that activity is not driven purely by the achievement of targets, but responds to changing priorities and needs.

LORNA BROWN

Background Papers: NPA/AG/07/022; NPA/07/084

Attachments – Appendix 1 – Corporate Performance Indicators – Monitoring Report
Appendix 2 – Baseline for CO2 emission calculations
Appendix 3 – Revised Performance Indicators for NPAs
Appendix 4 – Staff Turnover
Appendix 5 – Strategic Risk Register Review
Appendix 6 – Outstanding Authority and A & G Decisions – dating back to January 2007

Audit and Governance Committee 2008/2009
CORPORATE PERFORMANCE INDICATORS Monitoring

Corporate Priority: Look after Dartmoor's assets

CPI	DESCRIPTION	LEAD OFFICER	PREVIOUS PERFORMANCE	TARGET 2008/09	REPORTING 2008/09	ON TARGET?	BETTER THAN LAST YEAR?
CPI 1	Increase the area of native woodland by establishing new or extending existing sites in line with Biodiversity Action Plan target of 10 ha per year	Robert Steemson / Rupert Lane	2004/05 = 1.26ha 2005/06 = 13.4 2006/07 = 19.35 2006/07 = 16.5 ha	Establish 10 ha of new native woodland	1Q = 0 2Q = 0 3Q = 0	1Q = yes 2Q = At this stage, the target will not be met. 3Q = no	1Q = no 2Q = no 3Q = no
<p>CPI 1 comment: 1Q= This work is undertaken in the winter season and so no actions are reported until the third quarter. 2Q = No new plans, but in 3Q, 3.03ha proposed though RAW, plus 4.3ha scheme as a Moortrees project. 3Q = RAW proposal of 3.03ha pulled out at last minute, another 7ha block pulled out at early design stage. See main report</p>							
CPI 2	Number of Listed Buildings removed from the Buildings at Risk (BAR) register as a percentage of all Buildings at Risk (total 105)	Debbie Griffiths	2004/05 = 0% 2005/06 = 3% of 101 2006/07 = 3.8% of 105 2007/08 = 3% of 105	3% of BAR	1Q = 0 2Q = 0 3Q = 0	1Q = no 2Q = no 3Q = no	1Q = no 2Q = no 3Q = no
<p>CPI 2 comment: This year resources will be concentrated on completing the quinquennial survey of all listed buildings to assess 'at risk' status and to compile an Action Plan. From 2009 -10, there will be a targeted programme of BAR activity. Little progress is anticipated this year, but significant progress in the next three years. 2Q = As expected, we might not reach the target this year. 3Q = Quinquennial survey completed and At Risk data base being revised. See main report</p>							

KEY: Red = Cause for Concern
Amber = Needs Attention
Green = OK

CPI	DESCRIPTION	LEAD OFFICER	PREVIOUS PERFORMANCE	TARGET 2008/09	REPORTING 2008/09	ON TARGET?	BETTER THAN LAST YEAR?
CPI 3	Number of Scheduled Ancient Monuments (SAMs) on DNPA land rated 'at low risk' as a percentage of the total number SAMs on DNPA land	Debbie Griffiths	2004/05 = NEW 2005/06 = NEW 2006/07 = 24% of SAMs 2007/08 = 29% of SAMs	29% of SAMs	1Q = 28.5% 2Q = 28.5% 3Q = 28.5%	1Q = yes 2Q = yes 3Q = yes	1Q = same 2Q = same 3Q = same
<p>CPI 3 comment: 1Q&2Q = The English Heritage methodology for surveying classifies each scheduled monuments as being at High, Medium or Low Risk. The nationally published Register of Monuments at Risk combines the figures for medium and high to give national 'at risk' totals.</p> <p>3Q = As most of the scheduled monuments at risk are threatened by encroaching vegetation, work is undertaken during the winter months. Further work on Holne Moor in the 4th quarter of 2008-09, will bring this CPI up to the target. However, some of the remaining scheduled monuments at risk on Holne Moor are 50, 60 and 80 hectares in size, so a substantial increase in the CPI is going to be very difficult to achieve.</p>							
CPI 4	Percentage of DNPA owned land notified as SSSI which is in 'favourable' or 'recovering' condition	Rob Steemson / Norman Baldock	2004/05 = NEW 2005/06 = NEW 2006/07 = 77% (532.07ha of 689.15ha) 2007/08 = 100%	National target = 77% in 07/08, rising to 95% by 2011. Local target = 100%	2008/09= 100%	2008/09= yes	2008/09= same
<p>CPI 4 comment: The national target, set by Natural England, is 'favourable' or 'recovering' condition for all SSSIs rising from 77% in 2007/08 to 95% by 2011. DNPA's part in the national target is judged on the condition of SSSIs on DNPA owned land. Last year this was 100% 'favourable' or 'recovering' and should remain the same for future years.</p>							

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Corporate Priority: Provide sustainable access for all

CPI	DESCRIPTION	LEAD OFFICER	PREVIOUS PERFORMANCE	TARGET 2008/09	REPORTING 2008/09	ON TARGET?	BETTER THAN LAST YEAR?
CPI 1	Maintain the high percentage of PRoW rated as 'easy to use' at 92%	Alison Kohler/Sue Bishop	2004/05 = 92% 2005/06 = 92% 2006/07 = 92% 2007/08 = 92% easy to use	92% easy to use	1Q = Not available 2Q = 92% 3Q = 94%	1Q = Expect to be on target 2Q = yes 3Q = above target	1Q = unknown at this stage 2Q = same 3Q = yes
<p>CPI 1 comment: 1Q=PRoW condition surveys not yet complete. 2Q = PRoW condition surveys are programmed throughout the year 3Q = We have now completed all path surveys for this year and we have a 2% increase in the number of paths which are Easy to Use</p>							
CPI 2	Number of passengers using DNPA-supported bus routes	Alison Kohler / Richard Drysdale	2004/05 = 18,365 2005/06 = 13,296 2006/07 = 9,791 2007/08 = 7,957 passengers	8,000 passengers	1Q = 1578 2Q = 4483 2008/09= 6,061 passengers	1Q = unknown 2Q = No 3Q = No	1Q = unknown 2Q = No 3Q = No
<p>CPI 2 comment: 1Q= No passenger travelling figures available as yet 2Q =.These results were expected considering the weather. Services finished on 21 September. 3Q = This has been a mixed year for bus patronage on Dartmoor. Overall the Sunday Rover services were up by 10%. The number of passengers on DNPA supported services is down by 1896. This is partly because, due to rising costs of service provision and constrained budgets, the Authority only supported 2 services rather than 4 as per last year. For the two bus services that we did support this year (the Transmoor Link Saturday service and the daily service during the school holidays) we are 1.5% down on</p>							

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patronage levels compared to last year.

CPI	DESCRIPTION	LEAD OFFICER	PREVIOUS PERFORMANCE	TARGET 2008/09	REPORTING 2008/09	ON TARGET?	BETTER THAN LAST YEAR?
CPI 3	Occupancy of the <i>Freewheeler</i> bike bus service to give car-free days on Dartmoor	Alison Kohler/ Richard Drysdale	2004/05 = NEW 2005/06 = NEW 2006/07 = 78% 2007/08 = 78% occupancy	78% occupancy	1Q = 101 2Q = 158 2008/09=259 passengers / 60% occupancy	1Q = No 2Q = No	1Q = unknown 2Q = No
<p>CPI 3 comment: 1Q=A low occupancy rate in the first quarter was due to the poor weather. First reports in the second quarter shows this is picking up, but is unlikely to reach the target set. 2Q = The use of the service picked up very well despite poor weather and certain trips could have been filled beyond capacity but overall the 78% capacity was not reached. The service has now finished. 3Q = The weather affected the service in the first part of the season but occupancy picked up in the second quarter. Some services in the second quarter had a waiting list but we still did not reach our 78% target. A £5 fee was introduced this year which may have influenced the number of people using the service but feedback from those passengers we did carry was positive. The service will not be running next year.</p>							
CPI 4	Number of passengers on <i>Easy-Going</i> Tours for those with mobility problem	Alison Kohler / Anna Baness	2004/05 = NEW 2005/06 = 372 2006/07 = 346 2007/08 = 388 passengers	355 passengers	1Q = 103 2Q = 194 2008/09 =297 passengers	1Q = yes 2Q = no	1Q = unknown 2Q = no
<p>CPI 4 comment: 1Q= Only figures from 4 tours have been received, but more are expected. 2Q = The figures are lower than expected and may be due to the poor weather. The service has now finished. See main report</p>							

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Corporate Priority: Maintain a living, working landscape and thriving community

CPI	DESCRIPTION	LEAD OFFICER	PREVIOUS PERFORMANCE	TARGET 2008/09	REPORTING 2008/09	ON TARGET?	BETTER THAN LAST YEAR?
CPI 1	<p>Number of new dwellings approved in the following categories as defined in the in DNPA's Core Strategy</p> <p>Local Centres = LC</p> <p>Rural Settlements =RS</p> <p>Elsewhere =E</p>	Phil Markham	<p>2004/05 = NEW</p> <p>2005/06: LC = 62 dwellings RS = 4 dwellings E = 35 dwellings</p> <p>2006/07: LC = 85 dwellings RS = 14 dwellings E = 24 dwellings</p> <p>2007/08: LC = 70 dwellings RS = 13 dwellings E =17 dwellings</p>	<p>LC = 30 dwellings</p> <p>RS = 10 dwellings</p> <p>E = 10 dwellings</p>	<p>1Q dwellings: LC = 1 RS= 10 E = 5</p> <p>2Q: LC= 6 RS= 0 E = 3</p> <p>3Q = LC= 5 RS= 0 E = 5</p>	<p>1Q = Projected figures show a small over-provision.</p> <p>2Q = Yes. Fewer permissions in the Rural Settlements and more outside the classified settlements in the Core Strategy.</p> <p>3Q = continued over provision outside Rural Settlements all accorded with LDF policies: 3 replacement; 1 agricultural worker's; 1 conversion</p>	<p>1Q = Yes</p> <p>2Q = Yes</p> <p>3Q = Yes</p>

CPI 1 comment: 1Q= This is difficult to judge progress on 3 months' data (Local Plan policies remained in operation until June 2008)
2Q & 3Q= The Core Strategy policies were implemented from June 2008 and a better picture of the distribution of permissions will be clearer at the end of 2008/09.

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CPI	DESCRIPTION	LEAD OFFICER	PREVIOUS PERFORMANCE	TARGET 2008/09	REPORTING 2008/09	ON TARGET?	BETTER THAN LAST YEAR?
CPI 2	Number of local people benefiting from the DNPA's promotion of rural skills that maintain the landscape through:						
a	the Moorskills apprenticeship programme: Number of MoorSkills trainees	Robert Steemson / Sue Eberle	2004/05 = new 2005/06 = new 2006/07 = 3 trainees 2007/08 = 3 trainees	10 trainees	1Q = 0 2Q = 7 3Q = 7	1Q = Yes. Preparatory stages are underway 2Q = Yes. Scheme has just started 3Q = no	1Q = 9 farmers involved in hosting of scheme 2Q = 16 people interviewed but panel only accepted 7 suitable 3Q = scheme itself on target but with less trainees than anticipated
b	Number of Moorskills trainees attaining accreditation		2004/05 = new 2005/06 = new 2006/07 = not yet applicable 2007/08 = 2 NVQ and 1 in further education	10 trainees accredited	1Q - 3Q = 0	1Q = yes 2Q = no 3Q = no	Reporting will be in the final quarter
CPI 2 a&b comments: 1Q= Duchy College now organises this programme and DNPA's role through the Hill Farm Project is minimal. 2Q = HFP has attained £25,000 from DSDF towards cost of the training programme; therefore our continuing role remains important in achieving this NPMP priority. 3Q= Continuing support from the Duchy of Cornwall, the Dartmoor Sustainable Development Fund, various Commoners' Associations, Okehampton Agricultural Show and the farmers themselves.							
c	DNPA free courses: Number of people trained	Robert Steemson / Sue	2004/05 = 30 people 2005/06 = 29 people	28 people	1Q = 0 2Q = 12 on dry stone walling	1Q = yes 2Q = yes 3Q = yes 4Q = yes	1Q = same 2Q = same 3Q = same 4Q = same

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	in traditional stonewalling and hedging skills	Eberle	2006/07 = 33 people 2007/08 = 26 people		3Q = 0 4Q = 16		
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CPI 2 c comment: 1Q= The first course is planned for July
2Q & 3Q = Dry stone walling courses are now complete. Hedging courses are held in the 4th quarter
4Q = early report as hedging courses completed in January and 16 people trained

CPI	DESCRIPTION	LEAD OFFICER	PREVIOUS PERFORMANCE	TARGET 2008/09	REPORTING 2008/09	ON TARGET?	BETTER THAN LAST YEAR?
CPI 3	To encourage visitors to stay longer and contribute to the local economy as well as increase their understanding, The number of businesses signed up to:						
a	The Dartmoor Charter for Sustainable Tourism	Alison Kohler/ Jackie Ridley	2004/05 = 19 businesses 2005/06 = 26 businesses 2006/07 = 35 businesses 2007/08 = 31 businesses	81 businesses i.e. 50 new businesses	1Q = 31 2Q = 31 no change 3Q = 31 no change	1Q = yes 2Q = yes 3Q = yes	1Q = unknown 2Q = same 3Q = same
<p>CPI 3 a comment: 1Q= Promotion of this scheme has not started yet. There will be a big push at Dartmoor Partnership AGM (Sept) 2Q = Work is planned to start in the 3rd Quarter, but we are confident the target will be met. See separate report to Authority 7 November 2008 (NPA/08/073) 3Q = Work has progressed this year to review and update the Dartmoor Charter resulting in a re-launch of the scheme as Dartmoor First. Work is now in progress to contact current Charter members, Dartmoor Farmers and Wealth of Wildlife members to be the initial recipients of Dartmoor First</p>							
b	The Wealth of Wildlife initiative	Alison Kohler	2004/05 = 45 businesses 2005/06 = 50 businesses 2006/07 = 53 businesses	57 businesses i.e. 2 new businesses	1Q = 55 2Q = 55 no change 3Q = 55 no change	1Q = Yes 2Q = Yes 3Q = No	1Q = unknown 2Q = same 3Q = same

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			2007/08 = 55 businesses				
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CPI 3 b comment: 1Q= No new businesses have signed up yet
 2Q = A joint project with FWAG is currently being explored.
 3Q = **See main report**

Corporate Priority: Continue to improve an effective, innovative learning organisation

CPI / BVPI	DESCRIPTION	LEAD OFFICER	PREVIOUS PERFORMANCE	TARGET 2008/09	REPORTING 2008/09	ON TARGET?	BETTER THAN LAST YEAR?
CPI 1	Number of working days lost due to sickness absence per Full Time Equivalent (FTE), including supported staff with long-term illness (was BVPI 12)	Neil White	2004/05 = 10.17 per FTE 2005/06 = 11.15 per FTE 2006/07 = 11.72 per FTE 2007/08 = 12.30 per FTE	9 per FTE	1Q = 7.32 per FTE 2Q = 7.42 per FTE 3Q = 7.98 per FTE	1Q = yes 2Q = yes 3Q = yes	1Q = yes 2Q = yes 3Q = yes

CPI 1 comment: 1Q= When long-term illness (1 staff member), is removed from this statistic, sickness absence is 6.09 days per FTE
 2Q = When long-term illnesses (3 staff) are removed from the data sickness absence is 4.89 days per FTE.
 3Q = New sickness reporting procedures were introduced from 1 October 2008 to improve recording and monitoring of sickness absences, pending the introduction of the Attendance Management Policy and Procedures. When long-term illnesses (3 staff) are removed from the data sickness absence is 5.81 days per FTE.

CPI 2	Final Revenue Outturn to balance to approved budget	Donna Laws	2004/05= - 1.03% 2005/06= - 2.26% 2006/07= - 5.14% 2007/08 = - 0.1%	+ or - 1.5% of the net budget	1Q = + 0.75% 2Q = +0.54% 3Q = +0.63%	1Q = Yes 2Q = Yes 3Q = Yes	1Q = Yes 2Q = Yes 3Q = Yes
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CPI 2 comment: Please refer to Budget report elsewhere on the agenda.

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CPI	DESCRIPTION	LEAD OFFICER	PREVIOUS PERFORMANCE	TARGET 2008/09	REPORTING 2008/09	ON TARGET?	BETTER THAN LAST YEAR?
CPI 3	Percentage of the Membership attending Authority Meetings ¹	Jenny Connelly	2004/05 = new 2005/06 = 66% attending 2006/07 = 68% attending 2007/08 = 80% attending	80% attending	1Q = 89% 2Q = 81% 3Q = 80%	1Q = Above target 2Q = Above target 3Q = On target	1Q = On target to be better than last year. 2Q = Still on target to be better than last year 3Q = On target to be better than last year
<p>CPI 3 comment: 1Q= Attendance for specific meetings: Authority= 85%; Development Management=80%; Audit & Governance=75%; Annual Meeting= 95%. 2Q = Attendance for specific meetings: Authority=84%; Development Management=84%; Audit & Governance=63% 3Q = Attendance for specific meetings: Authority=79%; Development Management=80%; Audit & Governance=86% - significant drop in attendance at both Authority and Development Management</p>							
CPI 4	Percentage of appeals allowed against DNPA's decision to refuse consent (was BVPI 204)	Colin Jarvis	2004/05 = 51% 2005/06 = 68.75% 2006/07 = 55% 2007/08 = 29.75%	33% of appeals allowed	1Q = 33.3% 2Q = 28.6% 3Q = 33.2%	1Q = Yes 2Q = Yes 3Q = Yes	1Q = No 2Q = Yes 3Q = Yes
<p>CPI 4 comment: 1Q=The numbers involved are small. This slightly higher figure represents one more appeal allowed (i.e. three) over this quarter 2Q = A 4.4% improvement on the same quarter last year, but the numbers involved are small and this change only amounts to two</p>							

¹ Including Authority (Q1=3), Development Management (Q1=4), Audit and Governance (Q1=1) and the Annual Meeting (Q1=1).

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appeals.
 3Q = 9 appeals (6 dismissed, 2 allowed and 1 part-allowed and part-dismissed)

CPI 5 NI 185:	CO ₂ reduction from the Authority's operations (NI 185)	Lorna Brown. Peter Jackson. Jenny Connelly.	2008/09 = baseline year	10% reduction	Half Year = Transport = 82,745 kgs of CO ₂ Properties = 110,388 kgs of CO ₂ 3Q = Transport = 85,026kgs Properties = 130,004 kgs of CO ₂	Baseline year
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CPI 5 comment:
 Half year = The figures shown are reporting the emissions from the use of DNPA vehicle fleet and claims for business travel and from lighting and heating at DNPA properties.
 3Q = Defra has changed the reporting period from calendar to financial year ∴ the PI now shows the results for April to December 2008. In addition, their formula miscalculated the emissions from fuel oil. This has now been corrected.

CPI 6	Number of training days provided for staff and Members						
a.	Number of training days provided for staff	Neil White	New indicator for 2008/09	4 days per FTE 106.98 FTE @01.04.08	1Q =1.61 2Q = 2.49 @ 24.10.08 3Q = 0.67 =3.18 overall	1Q = yes 2Q = yes 3Q = yes	New indicator for 2008/09

CPI 6a. comment: This indicator will increase after each quarter as more training is undertaken.

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b.	Number of training days provided for Members	Jenny Connelly	2007/08 = New indicator	2 days per Member	1Q = 0.5 days per Member 2Q =1.4 days per Member 3Q =0.15	1Q = Yes 2Q = Yes 3Q = Target met	New indicator
CPI 6b. comment: 1Q=A range of training: ANPA workshop, induction, Southern Parks Conference 2Q = 18 Members attended an in-house training day on 4 July 08. plus ANPA conference and ANPA induction 3Q = 2 Members attended media training in November; 1 Member attended Standards Board Conference.							

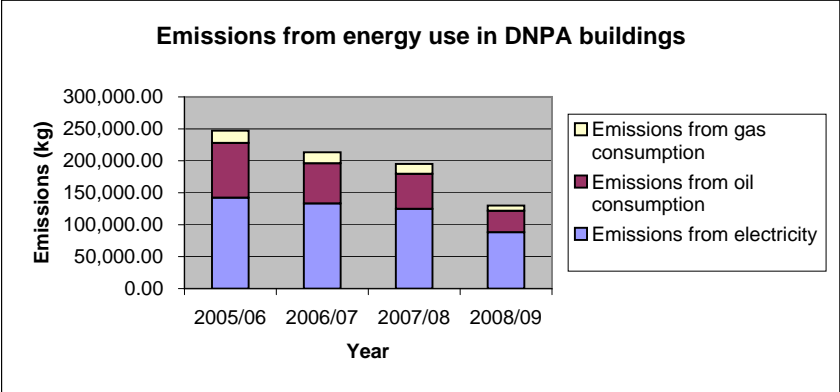
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Buildings graph

Emissions Time series by fuel

Year	Total CO2 Emission (kg)	% change from base year	Emissions from electricity	Emissions from oil consumption	Emissions from gas consumption
2005/06	247,052.73	0.0%	142,320.83	85,617.10	19,114.80
2006/07	213,473.52	-13.6%	133,255.71	62,776.06	17,441.75
2007/08	195,024.70	-21.1%	124,630.95	54,901.97	15,491.79
2008/09	130,004.19	-47.4%	88,217.21	33,433.37	8,353.62

9 months figures



Final Draft PROPOSED NPA NATIONAL PARK INDICATORS 2009-10

(Note: Cxt is contextual information which provides necessary background to a PI)

Conservation of the Natural Environment

- Cxt1 a) Area of SSSI land in the National Park; b) area of SSSI land in NPA management.
- NE1 % of SSSI land in 'favourable or recovering' condition in, a) NPA management and b) the National Park as a whole.

Conservation of the Cultural Heritage

- CH1 a) Number of Conservation Areas; b) the % of Conservation Areas with up-to-date character appraisals.
- Cxt2 a) Number of Listed Buildings; b) number of Listed Buildings 'at risk'.
- CH2 a) Number of Listed Buildings "at risk" rescued during the year; b) % of Listed Buildings 'at risk' rescued during the year.
- Cxt3 a) Number of scheduled ancient monuments; b) number of scheduled ancient monuments at 'risk'.
- CH3 a) Number of scheduled monuments "at risk" rescued during the year; b) number of scheduled ancient monuments 'at risk' rescued during the year.

Recreation Management

- Cxt4 Total length of footpaths and other rights of way.
- RM1 % of total length of footpaths and other rights of way, that were easy to use by members of the public (even though they may not follow the exact definitive line).
- RM2 % of total length of footpaths and other rights of way, that were easy to use by members of the public; and follow the exact definitive line.
- RM3 a) Total number of volunteer days organized or supported by the NPA;
b) No. of those days attended by 'under represented' groups:
- young people (5-25 years);
- minority ethnic groups;
- people with limiting long-term illness or disability.

Promoting Understanding

- Cxt5 No. of users of 'promoting understanding' services
- national park centres
 - website
 - events
 - education Services
 - publications (residents and/or visitor newspapers)
- PU1 % of users of 'promoting understanding' services who are satisfied with:
- national park centres
 - website
 - events
 - education services
 - publications (residents and/or visitor newspapers)
- PU2 % of users of 'promoting understanding' services whose understanding of what is special about National Parks has increased as a result of:
- national park centres
 - website
 - events
 - education Services
 - publications (residents and/or visitor newspapers)
- PU3 % of users of 'promoting understanding' services from under-represented groups:
- young people (5-25)
 - minority ethnic groups
 - people with limiting long-term illness or disability

Development Control

- Cxt6 Number of planning applications received.
- DC1 % of planning applications by type dealt with in a timely manner:
- a) major applications determined within 13 weeks;
 - b) minor applications determined within 8 weeks; and
 - c) other applications determined within 8 weeks.
- DC2 % of planning applicants satisfied with the service received

Corporate and Democratic Core

- CD1 No. of working days/shifts lost due to sickness absence per FTE.
- CD2 Member participation in attending committees.
- CD3 CO₂ reduction from national park authority operations.

Turnover – Performance Indicator

The percentage of employees who leave the employment of the Authority

Service	No. of Leavers 2008-2009				Total	% by service
	Q1	Q2	Q3	Q4		
Chief Exec (NPO)					0	0.00
SMT					0	0.00
Finance					0	0.00
HR		1			1	0.93
ICT					0	0.00
Legal					0	0.00
Admin & Customer Service					0	0.00
Conservation Works					0	0.00
Natural Environment		2	2		4	3.74
Cultural Heritage					0	0.00
Recreation, Tourism & Rangers					0	0.00
Development Management					0	0.00
Forward Planning & Community					0	0.00
Education, Information & Comm		2	2		4	3.74
Member Services					0	0.00
TOTALS	0	5	4	0	9	8.41

Quarter 1	0
Quarter 2	5
Quarter 3	4
Quarter 4	0
Total	<u>9</u>

FTE at 01.04.08 **107**

% **8.41**

Reasons for turnover**Q1**

None

Q2

3 X Retired	Not replaced (re-structuring of services)
1 X Voluntary resignation	Left temp contract for permanent employment
1 X End of temporary contract	End of student placement; not replaced

Q3

2 X Voluntary resignation	Alternative employment; Change of career
1 X Retired	Not yet replaced
1 X End of temporary contract	Not replaced

**DARTMOOR NATIONAL PARK AUTHORITY
STRATEGIC RISK REGISTER 2008/09
Review Report February 2009**

Risk Reference	Risk Description	Risk Rating	Planned Risk	Current status	Comments (including actions to reduce risk)
P1	Ineffective Internal Communications	12	8	12	Some improvements made, but capacity is limiting implementation of full action plan
P2	Inadequate external communication/PR	12	8	12	Opportunities being missed for positive PR
P3	Failure of existing Partnerships/Partners/Contractors	8	6	6	To be considered during partnership review
P4	Inadequate Information Management and Information Technology System failure. Inadequate Business Continuity Planning	6	6	6	All systems tested and documented
P5	Inadequate Performance Management	15	6	9	Continues to be focus of attention. Work underway to revise Corporate Plan for 2009/10
P6	Relationship with Natural England			20	Communication difficult. JAP not being vigorously pursued. Meetings arranged for Feb to address. Occasional working of NE officer at Princetown planned - technical difficulties to overcome.
P7	Relationship with Military	9	6	9	Working relationship good. License renewal discussions continuing

KEY:
Red = Cause for Concern
Yellow = Needs Attention
Green = OK

**DARTMOOR NATIONAL PARK AUTHORITY
STRATEGIC RISK REGISTER 2008/09
Review Report February 2009**

Risk Reference	Risk Description	Risk Rating	Planned Risk	Current status	Comments (including actions to reduce risk)
P8	Failure to deliver the ambitions and goals in the Management Plan	20	10	15	Internal delivery clarified and built into service plans; bespoke delivery plans have now been developed with partners; web page monitoring system is operational; first Delivery Board meeting in December has received progress report and advised on priorities for 09. 70% of all 5 year actions now in progress. Newsletter produced highlighting partnership delivery. Risks now considered to be lower but still needs focus.
S1	Failure to implement a robust culture of risk assessment and risk management	6	6	6	No actions planned
S2	Emergencies affecting land/buildings owned/leased by DNPA	5	5	5	No actions planned
S3	Ineffective targeting of budget to service priorities	12	8	9	Revised Corporate plan being developed with clearer prioritisation
S4	Change fatigue/lack of strategic capacity	16	9	12	High workloads continue. HSE stress audit repeated. Priorities being clarified and leadership and organisational development a focus of attention. Remains an area of concern due to change agenda
S5	Emergencies affecting the operation of DNPA	8	8	8	Rob Steemson to liaise with County Emergency Planning Officers Group to ensure clear process for DNPA engagement

KEY:
Red = Cause for Concern
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Green = OK

**DARTMOOR NATIONAL PARK AUTHORITY
STRATEGIC RISK REGISTER 2008/09
Review Report February 2009**

Risk Reference	Risk Description	Risk Rating	Planned Risk	Current Status	Comments (including actions to reduce risk)
F1	Inadequate NP Grant funding	15	12	12	Good settlement received for 2008/09. Business review still required. Heritage Protection Bill implications not yet clear
F2	Failure of budget forecasting/unforeseen budget pressures	16	8	12	Robust budget monitoring in place. Budget management identified as a management training need. Current global financial climate having negative impact (loss of income)
F3	Appeals and Public Enquiries could expose the Authority to considerable financial risks and create poor PR	15	10	15	Currently a number of high profile cases in progress
G1	Fraud and Corruption	6	2	2	Fraud and corruption policy developed and implemented
G2	Inadequate procurement practice	8	6	8	Revised instructions in place, but not yet consistently applied. Heads of Service to emphasise with their teams & procurement to be strengthened in Sustainability Action Plan
G3	Inadequate risk assessment/project management of partnerships	15	8	12	Each partnership currently being assessed against agreed framework
G4	Inadequate decision making process	6	6	6	Ongoing training for Members
G5	Failure to implement new legislation	6	6	6	No actions planned

KEY:
Red = Cause for Concern
Yellow = Needs Attention
Green = OK

**DARTMOOR NATIONAL PARK AUTHORITY
STRATEGIC RISK REGISTER 2008/09
Review Report February 2009**

Suggested Additions to Register

Risk Reference	Risk Description	Risk Rating	Planned Risk	Current Status	Comments

Suggested deletions from Register

Risk Reference	Risk Description	Risk Rating	Planned Risk	Current Status	Comments

KEY: **Red = Cause for Concern**
 Yellow = Needs Attention
 Green = OK

Outstanding Authority Decisions

Month	Year	Minute Ref	Report Ref	Item Title	Recommendation	Approved or Amended	Action	Responsible Officer / Timescale	Update on progress	Status
June	2007	2072	NPA/07/044	Proposed Diversion of Public Bridleway No 57, South Tawton	<p>That an Order be made under Section 119 of the Highways Act 1980 to divert part of South Tawton Bridleway No 57 as indicated by the bold unbroken line C-D, to the new route indicated by the bold broken line B-D, shown in the report.</p> <p>That if no objections are received (or if so made, are withdrawn), it be confirmed as an unopposed Order.</p> <p>That the costs of the order be borne by the applicant.</p>	Approved	One objection received - which the Authority are currently trying to resolve. The order will have to be sent to the SofS for confirmation. (AW 30.7.08)	Director of Park Management	Modification has been proposed to objector. Awaiting for confirmation of whether they will withdraw objection on this basis before sending to SofS for confirmation. (CRW 30.10.08). Situation remains the same (CRW Jan09).	Significant Issues
March	2003	1386	NPA/03/014	Child Protection	(v) the Education Manager, with appropriate guidance from the Legal Advisor, monitors the application of the proposed Child Protection Policy.	Approved	The Child protection policy was adopted in March 2003 and requires reviewing and updating (LB 9.5.08).	Director of Corporate Services	To be completed during 2008/09	Delayed
January	2007	1994	NPA/07/004	Conservation Areas Appraisals – Boundary Revisions	To agree the proposed revisions to the seven Conservation Areas listed in paragraph 3.3 of report NPA/07/004 as a basis for further public consultation to be carried out as part of the Local Development Framework public consultation in 2007	Approved	Revised consultation process (August - October 08) to be addressed at Authority on 1.8.08. (DG 24.7.08)	Director of Park Management	Revisions agreed (Minute ref 2272 Aug 08). Public consultation not yet started due to staff capacity. Aim to complete consultation and character appraisals by March 2009. (KMck 30.10.08). Situation remains the same (KMck Jan09)	Delayed

Outstanding Authority Decisions

Month	Year	Minute Ref	Report Ref	Item Title	Recommendation	Approved or Amended	Action	Responsible Officer / Timescale	Update on progress	Status
March	2007	2028	NPA/07/022	Conservation Areas Appraisals – Boundary Revisions	Members agreed to the proposed revisions to the four (three unchanged) Conservation Areas listed in the report as a basis for further public consultation to be carried out as part of the Local Development Framework public consultation in 2007.	Approved	Revised consultation process (August - October 08) to be addressed at Authority on 1.8.08. (DG 24.7.08)	Director of Park Management	Revisions agreed (Minute ref 2272 Aug 08). Public consultation not yet started due to staff capacity. Aim to complete consultation and character appraisals by March 2009. (KMCK 30.10.08). Situation remains the same (KMCK Jan09)	Delayed
August	2007	2083	NPA/07/049	Adoption of a New Code of Conduct	In consequence of the above, to endorse the need for an urgent review of the rules governing public participation at meetings; pending the review of the rules governing public participation, to determine that a Member wishing to rely on clause 12(2) should be required to follow the procedure set out in clause 7.9 of NPA/07/049.	Approved	Interim arrangements in place. Under consideration as no issues arising as a result of current arrangements (LB 24.7.08)	Director of Corporate Services	Situation remains the same	Delayed
May	2008	2231	NPA/08/35	Review of Grants	The Chairman advised that a briefing paper will be brought to the Authority's attention in the Autumn which will provide a progress statement on the review	Approved	Due to start review in Autumn, report to Authority in early 09 (SG 24.7.08)	Director of Park Management	Work has started with small officer group. Proposal due to go to Authority April/May 2009, then roll out soon after.	Delayed
August	2008	2269	NPA/08/049	Asset Register Software Upgrade	Members approved the procurement of a software upgrade for Asset 4000 from Real Asset Management, at a cost of £4,790 to be met from reserves.	Approved	Software installed	Head of Finance	Some issues so not yet paid for. (DL Jan09)	Delayed
December	2008	2335	NPA/08/081	Public Path Orders at Lower Lowton Farm, Bridford	That the Orders be referred to the Secretary of State for determination	Approved		Principal Access and Ranger Officer	05.12.08 Authority agreed to refer to SoS for determination. Not yet referred (CRW Jan 09)	Delayed

Outstanding Authority Decisions

Month	Year	Minute Ref	Report Ref	Item Title	Recommendation	Approved or Amended	Action	Responsible Officer / Timescale	Update on progress	Status
October	2008	2304	NPA/08/066	Newbridge Information Centre	(i) to permanently close Newbridge Information Centre and remove the existing portacabin by 31 December 2008 (ii) to implement the package of information and site management solutions outlined in the report.	Approved		Head of Education, Information and Communication Service	Removal of caravan delayed due to technical issues with radio. Information board in progress. In principle agreement of landowner to retain site for mobile facility.	Delayed
November	2007	2141	NPA/07/080	Grant Aid for Replacement Timber Windows, The Old School Community Centre, South Brent	That, grant aid of £4,604 be offered towards the costs of 10 new timber windows, or £460 per window for a lesser scheme, subject to the Authority's prior approval of the timber finish, the funding to be taken from the Enhancement and Community budget for 2007/08.	Approved	Part payment has been paid (2 windows have been installed to date). Replacement windows are on-going as per the approval (JR 24.7.08)	Director of Planning and Sustainable Development	Ongoing as per approval (JR 22.01.09)	On target
January	2008	2169	NPA/08/003	Review of Management Agreements and Future of Farming	(vii) Through partnership working expand on work being carried out by Plymouth University and the Moorland Vision Group to provide statistics and lobby for funds to deliver public benefits. Specifically, to explore what opportunities might be available for delivering climate change, health and other government initiatives. To this end to contribute £1400 to the study on 'Hill Farming Systems in South West England: Economic Viability and the Delivery of Public Goods' being undertaken by the University of Exeter with joint funding from the Duchy of Cornwall and Exmoor National Park Authority.	Approved	Report received, not yet been invoiced (SG 24.7.08).	Director of Park Management	Report used as basis for conference in June. Bid to RDA being pursued for Hill Farm Project. RS 30.10.08). Outline bid due to be submitted to SWRDA end of Jan. (RS Jan09).	On target
March	2008	2193	NPA/08/011	Access Agreement – Use of Disused Railway – Walkhampton Common and Peekhill Farm	Members gave delegated authority to the Director of Park Management, in consultation with the Chairman of the Authority, to finalise the terms of two access agreements relating to cycle use of the disused railway line subject to the assumptions outlined in paragraph 3.1 of the report.	Approved	Draft heads for interim agreement with landowner awaiting response 16/7/08.	Director of Park Management	09/01/09 Authority agreed completion of access agreements.	On target

Outstanding Authority Decisions

Month	Year	Minute Ref	Report Ref	Item Title	Recommendation	Approved or Amended	Action	Responsible Officer / Timescale	Update on progress	Status
May	2008	2234	NPA/08/37	Update of the Dartmoor Economic Model	Members agreed to fund the uptake of the Dartmoor Economic Model at a cost of £5,000; the funding to be taken from the 2008/2009 Forward Planning and Community budget.	Approved	contract complete and work in progress (PM 24.10.08)	Director of Planning and Sustainable Development	A report on the Economic Model for 2006 has been submitted by the consultant and the production of the 2007 report awaits the core data from that year from central government	On target
June	2008	2252	NPA/08/043	Review of Development Management Service	(iii) Agreed to fund the cost of the Review from the reserve Budget, whilst noting the indicative cost of £20k	Approved		Chief Executive	Review complete. Roll out underway.	On target
August	2008	2270	NPA/08/050	Follow Up to the Member Workshop 4 July 2008	(iv) A 'Bring a Member to Work Programme' aimed at improving staff/Member interaction outside of the formal Committee structure and providing Members with a development opportunity.	Approved		Chief Executive (NPO)	Proposal for 'Bring a Member to Work Programme' being finalised by Policy Officer in discussion with CE (26.01.09).	On target
	2008	2289	NPA/08/060	Delivering the Dartmoor National Park Management Plan	(ii) That a sum not exceeding £2000 is drawn from reserves for the development of a publicly accessible web-based monitoring system and for the publication of a newsletter.	Approved	Web system being developed	Director of Park Management	Web system currently being verified by partners. Due to go live on 31 Jan 09.	On target
November	2008	2318	NPA/08/074	Stepping Stones - A new approach to build confidence and interest in accessing the natural environment in and around Plymouth	That Members: (i) welcome the Stepping Stones Project and support the application by Plymouth City Council and partners for Access to Nature Funding, (ii) authorise a financial contribution to the Stepping Stones Project of £2000 per annum for the four financial years 2009/10 to 2012/13 to be allocated from the external funding reserve and (iii) authorise allocation of staff resource to the project of 12 days a year for the financial years 2009/10 to 2010/13 as in-kind contribution to the project. This will include officer representation on the Project Steering Group	Approved		Head of Recreation, Tourism and Ranger Service	Awaiting outcome of bid. (AK 23.01.09)	On target
December	2008	2329	items requiring urgent attention	Moor to Devon' (NPA/08/075) (from Authority 7.11.08)	(i) That Members support the re-submission of the bid to Devon County Council on 19.12.08 for capital funding for the 'Moor to Devon' project (ii) that Members approve the re-assignment of earmarked reserves up to £28,400 for the purchase of the outreach vehicle only	Approved		Director of Park Management	Moor to Devon bid successful. Project being worked up over summer with aim for vehicle to operational by April 2010.	On target

Outstanding Authority Decisions

Month	Year	Minute Ref	Report Ref	Item Title	Recommendation	Approved or Amended	Action	Responsible Officer / Timescale	Update on progress	Status
December	2008	2334	NPA/08/080	Dartmoor for Off Road Cyclists - Update of the National Park Authority's Cycle Map	That Members (i) Welcome the financial support from partner organisations for further development of the map to cover a wider area and include cycle links from Plymouth, Exeter, Totnes and Newton Abbot and (ii) Agree the use of budget reserves up to a level of £5,200 to update and reprint the Dartmoor off-road cycling	Approved		Access and Recreation Officer	Project ongoing. First proof expected Mar 09 and final map expected early May 09.	On target
December	2008	2336	NPA/08/082	Countryside and Rights of Way Act 2000 - Review of West Dart Dog Restriction : Two Bridges to Hexworthy	That Members (i) maintain the current restriction on access to exclude dogs from the West Dart River Valley and (ii) consider the request from Natural England that further research is undertaken over the next two years to establish the extent of the breeding otter population	Approved - with caveat that otter survey would only be carried out if funded by Natural England		Principal Access and Ranger Officer	05.12.08 Authority approved extension of existing restriction. Research approved subject to Natural England funding.	On target
December	2008	2338	NPA/08/084	Greater Dartmoor Local Action for Rural Communities : Core Funding and Representation	(i) that the Authority agrees to provide £3000 per year for the next five years to 2013 to assist with the core costs of running the Greater Dartmoor LARC programme, the funding to be taken from the Forward Planning and Community budget and (ii) that the Authority nominates a substitute representative on the Local Action Group to deputise for the nominated member in his absence	Approved, Phil Markham delegated to act as deputy		Head of Forward Planning and Community	South Hams and Devon renaissance informed of decision (PM Jan 09)	On target
August (SC)	2008	41		'Local Assessment of Complaints Regulations 2008	In addition, the Authority requested a report to be published in 12 months time to assess how the new procedures are working and to consider opportunities for joint working with Exmoor National Park.	Approved		Director of Corporate Services		On target for August 2009
April	2008	2218	NPA/08/027	Validation of Planning and Other Applications Guide Local Requirements	Further consideration to implications for people in under represented groups be given prior to it going to public consultation.	Approved	Prior to further consultation (CJ 21.7.08)	Director of Planning and Sustainable Development		

Outstanding A and G Decisions

Month	Year	Minute Ref	Report Ref	Item Title	Recommendation	Approved or Amended	Action	Responsible Officer / Timescale	Update on progress	Status
February	2008	95	NPA/AG/08/004	Corporate Governance	Mr Purser and Mr Hoskin to get involved in the publication of a 'Local Code of Corporate Governance'.	Approved	Work on this deferred to Autumn 2008 (LB 24.7.08)	Director of Corporate Services		Delayed
February	2008	95	NPA/AG/08/004	Corporate Governance	It was agreed that the drafting Local Code of Corporate Governance should be completed by the date of the annual meeting, 6 June 2008.	Approved	Work on this deferred to Autumn 2008 (LB 24.7.08)	Director of Corporate Services		Delayed
May	2008	105	NPA/AG/08/009	Review of Partnerships	The Chief Executive (NPO) to explore options for alternative participation with outside bodies.	Approved		Chief Executive	Defra have been approached about funding for video-conferencing for all English NPAs	Delayed
August	2008	113	NPA/AG/08/011	Review of Partnerships	Members noted the completion of the review and recommended that the DNPA Policy on Partnership Working be revised to include: (i) Key dates and strengthen the timetable (ii) To identify and concentrate on the more strategic partnerships and (iii) To include a clear policy statement prior to it being presented to the Authority for adoption as a framework for existing and future engagement with partners to the Authority.	Approved		Director of Planning and Sustainable Development	Report due to go to A&G Feb 09.	Delayed
November	2008	127	NPA/AG/08/021	Review of Partnerships	That Members note the report on progress since completion of the Review	Approved		Director of Planning and Sustainable Development	Report due to go to A&G Feb 09.	Delayed
November	2008	125	NPA/AG/08/019	Information Network Review	That Members consider the content of the report and the summary of recommendations contained in Section 9, offer their comments, prior to the Authority meeting for approval	Approved		Head of Education, Information and Communication Service	Full report due to go to Authority March or April 2009	On target
November	2008	126	NPA/AG/08/020	Ranger Service Review	That Members (i) note the progress made on the review and (ii) agree the key opportunities that have been identified for change	Approved		Director of Planning and Sustainable Development	Report to A&G 13 February followed by report to full Authority possibly in March 2009.	On target

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT AND GOVERNANCE COMMITTEE

13 February 2008

REVISED NATIONAL PARK AUTHORITY PERFORMANCE ASSESSMENT (NPAPA)

Report of the Director of Corporate Services

Recommendation : **That Members:**

- (i) Note the report**
- (ii) Offer their advice on the draft Key Lines of Enquiry (KLoE) for the revised NPAPA**
- (iii) Offer their advice on the timing of NPAPA for Dartmoor National Park Authority**

1 Introduction

- 1.1 The National Park Authorities Performance Assessment (NPAPA) process is intended to give each National Park Authority a better understanding of its strengths and areas for improvement in order to assist in improving the quality of the services provided.
- 1.2 Dartmoor National Park Authority participated in the review process during 2005 with a final outturn report being received on 24 November 2005.
- 1.3 On 6 January 2006 the report was presented to the Authority (NPA/06/001) for endorsement, together with a Corporate Improvement Action Plan.
- 1.4 Further reports have been presented to the Authority and the Audit and Governance Committee in August 2006 and January and July 2007. These provided updates on progress in implementing the Improvement Action Plan.
- 1.5 A final update is presented at Appendix 1 to show the considerable work undertaken by the Authority over the last three years and the significant improvements achieved.

2 Future of NPAPA

- 2.1 At a meeting of the National Park Authorities Joint Improvement Group, held on 5 July 2007 a small sub-group was established to carry out work on revising the Key Lines of Enquiry for the next round of Assessments.
- 2.2 The terms of reference for the group were:

To make recommendations to ENPOs by the end of October 2007 on a revised set of KLoEs to form the basis for any future NPAPA process.

In developing the revised KLoEs the group should have particular regard to:

- The ENPAA principles paper
- The need to ensure there is greater emphasis on outcomes, whilst retaining the essential measurements that allow an assessment of a National Park Authority as being 'fit for purpose'
- Government's PSA and Climate Change targets and outcomes
- Developments elsewhere in local government (e.g. CPA and LAAs)

2.3 In addition, consideration has been given to:

- (i) whether the process applied should be in the form of a self assessment only
- (ii) whether a peer review process (as previously) is valuable
- (iii) who should facilitate the process
- (iv) how frequently the process should be applied

2.4 Some initial work was undertaken and the English Chairman's Group (ENPAA) agreed a set of principles which are attached at Appendix 2.

2.5 The Joint Improvement Group has now created a draft set of KLoEs which it was due to consider at its meeting in December 2008. Unfortunately, the meeting was cancelled due to poor weather but the draft is attached at Appendix 3 as it is unlikely that there will be significant change.

2.6 The two areas which may be revised are Section 6 (which was written before receiving advice from the Audit Commission on their 'Use of Resources' assessment) and Section 7 which is currently quite limited. Members are asked to offer their comments on the draft KLoEs.

2.7 Members will also note that it is for each NPA to determine when to undertake the assessment on a five year cycle. It is considered that the timing should be linked to the cycle of the National Park Management Plan. Members are asked for their advice on the most appropriate timing for Dartmoor National Park Authority.

3 Next Steps

3.1 Following final approval of the KLoEs and the process to be followed, the Authority will develop a project plan to lead DNPA through the necessary work to prepare for NPAPA. Capacity to undertake this work will be required and the opportunity to establish this is referenced in the Review of Administration and Finance elsewhere on the agenda.

4 Implications for People in Under-represented Groups

A fundamental element of NPAPA is to consider how the Authority works with people from under-represented groups and improves access and understanding.

LORNA BROWN

Attachments: Appendix 1 – Final Update on Progress
Appendix 2 – Future of the NPAPA process
Appendix 3 – KLoE final draft

DARTMOOR NATIONAL PARK AUTHORITY CORPORATE IMPROVEMENT ACTION PLAN

**FINAL REPORT
FEBRUARY 2009**

OBJECTIVES	ACTIONS	TIMESCALE	MEASURE OF SUCCESS	FINAL OUTCOME
A) Clear Vision and long term strategy for Dartmoor National Park	<p>A1) Review and revise Vision for Dartmoor National Park</p> <p>A2) Review DNP Management Plan 2007 – 2012</p> <p>A3) Formal monitoring & Review of DNP management Plan with reports from Partner Agencies</p>	<p>Dartmoor Conference April/Early May 2006.</p> <p>Working Groups May – Sept 2006. Draft Plan (inc Vision) January 2007. Authority Approval May 2007.</p> <p>Annual Report to Authority – May each year</p>	<p>Revised DNP Management Plan in place and agreed by all stakeholders – includes Vision for Dartmoor National Park</p> <p>Performance against plan reviewed annually in public forum</p>	<p>Management Plan 2007 -2012 developed and published in December 2007</p> <p>Monitoring arrangements in place and first State of the Park Report published in December 2008</p> <p>Web based monitoring tool in place from February 2009</p> <p>Delivery Board with partners established and first meeting held in December 2008</p> <p>Newsletter published February 2009</p>
B) Develop & implement 3 year Corporate Plan for Dartmoor National Park Authority supported by clear strategic leadership and a Performance Management Framework.	<p>B1) Draft template for Corporate Plan.</p> <p>B2) Draft template for Section/Service plans</p> <p>B3) Service Plans and financial requirements to inform priorities</p> <p>B4) Draft Medium Term Financial Plan (MTFP) to support determination of priorities</p>	<p>December 2005</p> <p>December 2005</p> <p>December-February 2006</p> <p>December-March 2006</p>	<p>} Templates in place and used consistently</p> <p>MTFP in place</p>	<p>Revised Corporate Planning process established with 'Golden thread' from Management Plan, through revised Service Plans and individual appraisals</p> <p>MTFP in place</p>

OBJECTIVES	ACTIONS	TIMESCALE	MEASURE OF SUCCESS	FINAL OUTCOME
	<p>B5) Planning Timeframe confirmed (see Annex 1)</p> <p>B6) Linkages between plans to be explicit and within performance management framework (see Annex 2)</p> <p>a) Service Planning framework: consultation with Section Heads</p> <p>b) Discussion/workshops on PI development & Service planning</p> <p>c) Member Working groups to discuss planning framework & priorities</p> <p>d) Staff workshops/briefings</p> <p>e) Draft Plan/Priorities to Members</p> <p>f) Plans & Priorities finalised</p> <p>B7) Risk Assessment to be completed to support Corporate Plan.</p> <p>a) Introductory presentation of Risk Assessment / Management to Members & Section Heads</p>	<p>December 2005</p> <p>December 2005 – March 2006</p> <p>December 2005</p> <p>January 2006</p> <p>January 2006</p> <p>February 2006</p> <p>3 February 2006</p> <p>end March 2006</p> <p>February 2006</p> <p>December 2005</p>	<p>Plans on target</p> <p>Members and officers understand planning & priorities framework and their contribution.</p> <p>Auditable risk register in place</p>	<p>Planning process put in place and priorities determined through Member workshops</p> <p>Informed Corporate planning process from 2006/07 to 2008/09</p> <p>From 2009/10 further revisions to be made to planning process to bring forward development of Business Plan to be in place by start of financial year and have a separate Performance report for publication in June each year</p> <p>Priorities redefined and made more concise for 2009 onwards</p> <p>Strategic Risk Register in place and monitored quarterly at Audit & Governance Committee</p>

OBJECTIVES	ACTIONS	TIMESCALE	MEASURE OF SUCCESS	FINAL OUTCOME
	b) Service plan/PI workshops to include Risk Management	January 2006		Risk assessment included as part of service planning process
	c) Risk Assessment approach finalised & Risk Registers incorporated into Service Plans	February 2006		
	d) Corporate Risks considered by Members	February 2006		
	e) Corporate Risk Register drafted as part of Corporate Plan	March 2006		
	B8) Corporate Asset Management Strategy to be developed supported by Capital Programme	December 2005 – end March 2006	Asset Management strategy and Capital Programme in place	Following involvement of consultants to advise on asset management, an asset management process was agreed and all assets assessed against a standard set of performance questions
	a) Review & Revise Asset Register	December 2005		
	b) Commission external support to develop asset management strategy	January 2006		Review of Assets completed and initial target disposals identified
				Work to be completed on management plans for remainder
	c) Discussion on DNPA priorities to advise Capital budget	February 2006		Achieved
	d) Capital programme to be agreed as part of Corporate plan and to incorporate staff accommodation requirement	March 2006		Achieved

OBJECTIVES	ACTIONS	TIMESCALE	MEASURE OF SUCCESS	FINALL OUTCOME
	<p>B9) Final draft Corporate Plan</p> <p>B10) Adoption of Corporate Plan by Full Authority.</p> <p>B11) Quarterly Review of all plans & priority targets.</p>	<p>April 2006</p> <p>June 2006</p> <p>Quarterly</p>	<p>Publicly available 3yr Corporate Plan showing Direction of Travel & 06/07 priorities & targets.</p> <p>Targets met</p>	<p>Achieved May 2006</p> <p>Achieved and successfully audited Adopted as ongoing model for Corporate Plan (SEE B6 ABOVE)</p> <p>Creation of Audit & Governance Committee to assist performance monitoring. Meets quarterly</p>
<p>C) Improve Organisational Capacity & Governance Arrangements</p>	<p>C1) Review Senior Management Structure.</p> <p>C2) New Directors in post</p> <p>a) 2 new Director Posts to be advertised</p> <p>b) Interviews</p> <p>c) New Directors in Post</p>	<p>Complete</p> <p>April 2006</p> <p>December 2005</p> <p>January 2006</p> <p>April 2006</p>	<p>New Senior Structure in place with clear strategic focus</p>	<p>Revised management structure approved and implemented April 2007</p> <p>Allows more strategic focus</p> <p>Structure and functions remain under scrutiny to ensure fit for purpose</p>

OBJECTIVES	ACTIONS	TIMESCALE	MEASURE OF SUCCESS	FINAL OUTCOME
	C3) Review 3 rd tier to support Directors	April - June 2006	Strengthened management structure in place which also provides opportunities for career development	
	C4) Develop revised ICT strategy to support corporate priorities & to include a) financial programme b) utilisation (eg paperless environment) c) training	Complete September 2006	5yr ICT strategy in place & approved by Authority	Achieved to revised timescale Approved by Authority September 2008
	C5) Initiate Business Process re-engineering to support more efficient & effective work practices.	Dec 2005 –April 2006	More efficient working with increased staff involvement and devolved responsibility	Some efficiencies achieved Now moved into more fundamental business reviews
	C6) Review current Corporate Governance arrangements (within NPO instructions)	Complete March 2007	Reviewed Corporate Governance policies & procedures available on new Corporate Intranet	Governance arrangements strengthened through policies and Committee structure. Work on developing a Local Code of Corporate Governance outstanding
	C7) Review Governance arrangements for Partnerships	April 2006	Robust Governance arrangements in place	Not yet in place. Links to action below

OBJECTIVES	ACTIONS	TIMESCALE	MEASURE OF SUCCESS	FINAL OUTCOME
	<p>C8) Review range of partnerships</p>	June 2006	Appropriate P'ships in place to support priorities	<p>Work delayed due to capacity issues Additional capacity contracted to take forward review and performance framework developed to include Members involvement in outside bodies</p> <p>All partnerships assessed against framework to advise future partnership involvement. State of Governance arrangements to be considered as part of assessment. Final report to A&G committee February 2009</p>
	<p>C9) Review role of Member Working Groups & need for involvement in scrutiny & Audit.</p>	June 2006	Clear Member involvement in transparency of decision making & Performance Monitoring.	<p>Audit & Governance Committee established</p> <p>Review of Standing Orders completed and adopted by Authority May 2007</p>
	<p>C10) Review & launch HR strategy including</p> <ul style="list-style-type: none"> a) Review of policies b) Staff opportunities c) Valuing of Staff d) Scheme of delegation e) Performance management eg sickness 	Jan - Sept 2006	Revised HR strategy in place with staff utilising skills and with appropriate delegation staff feel valued.	<p>Work delayed due to capacity issues Many policies and procedures revised and implemented, but delay on overall strategy</p> <p>Significant improvements achieved in HR processes and dedicated HR team established</p>

OBJECTIVES	ACTIONS	TIMESCALE	MEASURE OF SUCCESS	FINAL OUTCOME
	<p>C11) Revise & re-launch Staff Appraisal process including:</p> <ul style="list-style-type: none"> a) Revised proforma b) Launch of revised scheme c) Training (Appraiser/ Appraisee) d) Complete Appraisals 	<p>December 2005 January 2006</p> <p>Feb/March 2006</p> <p>April – June 2006</p>	<ul style="list-style-type: none"> • Appraisal process in place with 100% completion by June 2006 (monitored by HR) • PDP to inform Learning & Development Plan. • Individual work programmes to support service plans & corporate priorities. 	<p>Individual appraisal process re-designed and launched, with clear links to Corporate Plan</p> <p>Now due for revision and will be modified for 2009/10 onwards, to simplify the process</p>
<p>D) Improve Communications & Access</p>	<p>D1) Develop comprehensive Communications Strategy which includes data set of information to share with partners & customers about performance/achievements of DNP</p> <p>D2) Develop action plan for improved access to Dartmoor for hard to reach groups. – utilise Diversity Review by Countryside Agency</p>	<p>April - Sept 2006</p> <p>December 2006 – March 2007</p>	<p>Partners/customers understand role of DNP (including socio-economic)</p> <p>Improved access for all</p>	<p>Strategy and Action Plan approved by the Authority June 2008</p> <p>Diversity Group set up and Lead Officer identified with Member Champion</p>

OBJECTIVES	ACTIONS	TIMESCALE	MEASURE OF SUCCESS	FINAL OUTCOME
	D3) Launch new Website and improve interactive processes	Go Live December 2005 Official Launch January 2006	leG targets met. Site fully established web management / update procedures in place	New website developed and launched on schedule. Layout amended December 2008 and content now under revision
	D4) Replicate format of website for Intranet to improve internal communications.	December 2006	New Intranet developed and launched	Intranet redeveloped and re-launched. Now utilised as major communication tool

February 2009

FUTURE OF NPAPA PROCESS

1. Principles:
 - (a) Should be appropriate in terms of resources
 - (b) Should be risk based
 - (c) Should be focused more on outcomes than processes, with an increasing emphasis on achievement based around the National Park Management Plan
 - (d) Should aim to facilitate sharing of experience and drive improvement
2. Assessments should be based on a phased approach with 2 or 3 NPAs being assessed in any year around a five year cycle. This would allow greater flexibility for a 'risk based' approach and provide individual NPAs with more scope to time their reviews to fit in with their respective Management Plan cycle. In taking this approach it will be important to ensure that the process retains the benefits of sharing of experience and learning, and this will be an important role for the National Park Authorities Joint Improvement Group (JIG).
3. A similar process to that used in 2005 is supported with a continuing emphasis on self assessment and peer review. The 'Key Lines of Enquiry' (KLoE) form will need amendment to reflect a greater emphasis on outcomes.
4. Continuing external (i.e. non National Park Authorities) presence on the Peer Assessment Panels, including a CEO from a Local Authority.
5. Natural England should be involved, but that involvement could be in a number of ways e.g. as a panel member or as a key partner alongside the NPA accounting for achievements in a way that is analogous to the Local Govt White Paper proposal for 'area based reviews'. (There will be a need for further discussion with Natural England on their involvement).
6. Acknowledgement that NPAs are also likely to be involved in local Area Based Performance alongside Local Government partners.
7. Defra should pay for the external NPAPA review team costs.

1. Quality of vision and the Authority's plans to help achieve it

THEMES AND KEY QUESTIONS	INSPECTION FOCUS	AN AUTHORITY WHOSE STRENGTHS OUTWEIGH ITS WEAKNESSES
<p>QUALITY OF VISION</p> <p>1.1 Is there a shared vision for the National Park that translates the National Park purposes and duty into a specific set of objectives?</p>	<p>Evidence that the National Park Management Plan:</p> <ul style="list-style-type: none"> a) is ambitious; b) is inspiring; c) is focused on the delivery of National Park purposes, within the wider context of sustainable development; d) identifies the Park's special qualities and addresses the underlying needs of the area; e) has been developed in partnership, and takes account of the views of partners, communities, service users and visitors, including under-represented groups¹; f) contains objectives with clearly-defined outcomes that are measurable; g) supports the achievement of the purposes and duty by the actions of the authority, its partners, stakeholders, visitors and residents. 	<p>The authority knows what it and others think is special about the National Park. From this, it has developed a clear and measurable set of ambitions covering a) how those special qualities will be conserved and enhanced; and, b) how understanding and enjoyment of the special qualities will be promoted.</p> <p>The ambitions are framed in a way that will help to support the socio-economic well-being of people living and working within the National Park wherever possible.</p> <p>By involving a range of partners, and understanding their needs, the Authority has secured wide buy-in to most, if not all, of the Plan's objectives.</p>
<p>1.2 How realistic and robust are the² objectives?</p>	<p>Evidence that the objectives²:</p> <ul style="list-style-type: none"> a) reflect the scale of the issues that national, regional and local stakeholders are facing, and take account of local circumstances and constraints; b) are sustainable for future generations; c) are underpinned by effective arrangements for monitoring and reviewing progress, and it is clear which of the partners are responsible for delivering relevant objectives; d) have the support of key partners who will be delivering them³ 	<p>The Authority has a good understanding of:</p> <ul style="list-style-type: none"> o the 'state of the Park'; o the views of stakeholders; and, o the vision and objectives of key partner organisations, and the local strategic partnerships. <p>As a result, the ambitions in the Plan are not only clear, but realistic and sustainable.</p> <p>Relevant parts of the vision and objectives reflect and/or feature in the delivery plans of key national, regional and local partners.</p>
<p>1.3 Are the vision and objectives based on a sound evidence base, and a shared understanding of</p>	<p>Evidence that:</p> <ul style="list-style-type: none"> a) data collection and analysis needs are agreed between the authority and statutory partner organisations, and information is shared openly between 	<p>By working with partners and stakeholders, the Authority is aware of, and has access to, a wide range of relevant data on the environmental, social and economic state of the Park.</p>

1. Quality of vision and the Authority's plans to help achieve it

<p>local needs?</p>	<p>them;</p> <p>b) the authority and partner organisations work together to assess changes to the 'state of the Park' to identify gaps and shortfalls in provision.</p>	<p>Where there are still data gaps, these have been identified and plans are in place to fill them. There is little or no duplication of effort in collecting relevant data.</p> <p>There are clear links between the data gathered and the vision and objectives that have been set.</p>
<p>QUALITY OF THE AUTHORITY'S PLANS</p> <p>1.4 Does the authority have a robust planning framework in place, which translates the National Park Management Plan objectives for which it has lead responsibility into clear actions and realistic targets?</p>	<p>Evidence that:</p> <p>a) the relevant objectives within the National Park Management Plan are translated into clear actions and meaningful targets for the authority;</p> <p>b) there is a clear "golden thread" linking the achievement of the overall vision and objectives in the Management Plan through the authority's planning framework to individual members of staff;</p> <p>c) the authority's plans have clear lines of responsibility and accountability;</p> <p>d) there are effective monitoring arrangements in place;</p> <p>e) plans are effectively linked to a regular assessment of the resources, skills and capacity needed to implement them and the authority uses reviews effectively to consider options for change.</p>	<p>The authority has robust and up-to-date plans and strategies, which clearly link together and support delivery of the relevant ambitions set out in the National Park Management Plan. They include clear milestones and set a framework for the short and long term.</p> <p>The Authority's plans are reviewed regularly, and progress is monitored, so that the Authority knows when things are going wrong and who is responsible.</p>

2. Setting and using priorities

THEMES AND KEY QUESTIONS	INSPECTION FOCUS	AN AUTHORITY WHOSE STRENGTHS OUTWEIGH ITS WEAKNESSES
<p>2.1 Has the authority set clear and robust priorities for action and improvement?</p>	<p>Evidence that:</p> <ul style="list-style-type: none"> a) the authority is clear about its priorities for action and improvement; b) the authority has the ability to make difficult decisions about what <i>cannot</i> be delivered; c) the authority has identified, the current priorities of its full range of 'customers' and partners, and has used these to inform its own priorities; d) communities, visitors, partners and stakeholders are aware of the authority's priorities; e) there is ownership of the priorities amongst staff and Members. f) the priorities are realistic in terms of the expected resources available to the Authority 	<p>The Authority's Members and staff are clear about which things are, and which are not, priorities.</p> <p>The authority has a good awareness of its internal and external environment (e.g. local conditions, views of partners and national, regional and local stakeholders) and has taken account of these different interests and perspectives in setting its own priorities.</p> <p>The priorities are kept under review and adjusted where necessary</p> <p>The authority's priorities are effectively communicated internally and externally</p>
<p>2.2 Has the authority sought and deployed resources to match priorities?</p>	<p>Evidence that:</p> <ul style="list-style-type: none"> a) resources are being targeted towards priorities; b) the authority has sought out external funding/influenced others to deploy resources to help achieve its priorities; c) the priorities are being considered in the planning and delivery of services and actions are adjusted to take account of changes in priorities. 	<p>There are clear links between the Authority's priorities and the deployment of resources.</p> <p>The Authority ensures that sufficient resources are available to deliver in areas of high priority.</p> <p>Objectives and more detailed work programmes are revised, where necessary, to take account of changing priorities.</p>
<p>2.3 Does the authority stay focused on what matters?</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) has been able to sustain its focus over time to deliver against its priorities; b) does not get distracted in the face of other pressures, unexpected events, or by too many initiatives. 	<p>Priorities remain broadly consistent in the medium term.</p> <p>Senior officers and members maintain their focus and are not distracted by minor operational matters or crises. Specific initiatives are undertaken with a clear purpose and the authority sustains its focus on these to ensure the desired impact is achieved.</p>

3. Achievement of outcomes: to conserve and enhance the natural beauty, wildlife, and cultural heritage of the National Park

THEMES AND KEY QUESTIONS	INSPECTION FOCUS	AN AUTHORITY WHOSE STRENGTHS OUTWEIGH ITS WEAKNESSES
<p>3.1 Is the authority delivering the conservation outcomes that it set for itself?</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) is meeting those conservation objectives set out in the National Park Management Plan for which it is the lead organisation, in relation to: <ul style="list-style-type: none"> o Landscape and natural beauty; o Wildlife; o Cultural heritage. b) is meeting any other conservation objectives it has set itself corporately. 	<p>The authority can demonstrate effective and sustained progress towards achieving most of the relevant conservation objectives from the National Park Management Plan.</p> <p>The authority can demonstrate effective and sustained progress towards any other conservation objectives it has set itself.</p>
<p>3.2 Is the Authority working to ensure that the other conservation objectives in the National Park Management Plan are being achieved?⁴</p>	<p>Evidence that:</p> <ul style="list-style-type: none"> a) the authority is working to ensure that partners are contributing effectively to the delivery of the conservation objectives set out in the National Park Management Plan. 	<p>The Authority has identified its key partners and the conservation objectives for which they are responsible.</p> <p>The Authority has put in place appropriate arrangements to ensure that partners' contributions are monitored, and to ensure they are contributing effectively to the delivery of relevant conservation objectives.</p>
<p>3.3 Is the authority delivering the quality of conservation services that it set for itself?</p>	<p>Evidence that:</p> <ul style="list-style-type: none"> ▪ the authority is achieving a high level of quality in the services that it provides to achieve conservation objectives. 	<p>The Authority has set clear quality standards for its main conservation services, and is achieving the desired level of quality. The level of quality compares well to those undertaking similar functions.</p> <p>Where services are not meeting the desired standard, the Authority knows why and is taking steps to improve performance.</p>

4. Achievement of outcomes: promoting opportunities for the understanding and enjoyment of the special qualities by the public

THEMES AND KEY QUESTIONS	INSPECTION FOCUS	AN AUTHORITY WHOSE STRENGTHS OUTWEIGH ITS WEAKNESSES
<p>4.1 Is the authority delivering the outcomes that it has set for itself in relation to promoting understanding and enjoyment?</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) is meeting those ‘promoting understanding’ objectives set out in the National Park Management Plan for which it is the lead organisation, including in relation to: <ul style="list-style-type: none"> o access; o recreation; o promoting understanding; and, o sustainable tourism. b) is meeting any other ‘promoting understanding and enjoyment’ objectives that it has set for itself corporately 	<p>The authority can demonstrate effective and sustained progress towards achieving most of the relevant ‘promoting understanding and enjoyment’ objectives from the National Park Management Plan.</p> <p>The authority can demonstrate effective and sustained progress towards achieving any other ‘promoting understanding and enjoyment’ objectives it has set for itself.</p>
<p>4.2 Is the authority working to ensure that the other ‘promoting understanding’ objectives in the National Park Management Plan being achieved?</p>	<p>Evidence that:</p> <ul style="list-style-type: none"> a) The authority is working to ensure that partners are contributing effectively to the delivery of the ‘promoting understanding and enjoyment’ objectives set out in the National Park Management Plan. 	<p>The Authority has identified its key partners and the objectives for which they are responsible.</p> <p>The Authority has put in place appropriate arrangements to ensure that partners’ contributions are monitored, and to ensure they are contributing effectively to the delivery of relevant conservation objectives.</p>
<p>4.3 Is the authority delivering the quality of services that it set for itself?</p>	<p>Evidence that:</p> <ul style="list-style-type: none"> a) the authority is achieving a high level of quality in the services it provides to promote understanding and enjoyment of the Park. 	<p>The Authority has set clear quality standards for its main ‘promoting understanding and enjoyment’ services, and is achieving the desired level of quality. The level of quality compares well to those undertaking similar functions.</p> <p>Where services are not meeting the desired standard, the Authority knows why and is taking steps to improve performance.</p>
<p>4.4 Does delivery of the services that promote understanding and enjoyment⁵ embrace equality and diversity?</p>	<p>Evidence that:</p> <ul style="list-style-type: none"> a) all users and potential users have fair and equal access to the authority’s services for promoting understanding and enjoyment; b) action is being taken to improve access to these services for under-represented groups. 	<p>The Authority has established standards for equality and diversity, and is actively promoting them. These standards are already integral to its plans for service delivery, and are reflected in the way it provides its main services to promote understanding and enjoyment of the Park.</p> <p>The Authority can show that its services are increasingly being used by under-represented groups.</p>

5. Achievement of outcomes: wider sustainable development

THEMES AND KEY QUESTIONS	INSPECTION FOCUS	AN AUTHORITY WHOSE STRENGTHS OUTWEIGH ITS WEAKNESSES
<p>5.1 How well is the authority engaging people directly in the delivery of national park purposes?</p>	<p>Evidence that:</p> <ul style="list-style-type: none"> a) the authority has been successful in getting local people, volunteers or other groups directly involved in delivering national park purposes; b) those groups have added value to the authority's work and contributed to the achievement of National Park Management Plan objectives. 	<p>Effective arrangements are in place to ensure there are a range of opportunities for people to get involved in delivery of national park purposes.</p> <p>The contribution from local people, volunteers and other groups is contributing directly to delivery of objectives in the National Park Management Plan.</p> <p>People who have been involved report favourably on their experiences of the park and/ or their dealings with the National Park Authority.</p>
<p>5.2 How well does the authority use its purposes and statutory functions (e.g. planning) to deliver social and economic objectives for communities <u>within</u> the park?</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) has a good understanding of the local socio-economic context in which it is working; b) is actively involved in key local socio-economic partnerships (e.g. LSPs, Local Area Agreements etc); c) is carrying out its purposes in ways that help achieve specific social and economic objectives for local communities; d) is achieving a high level of quality in the services it provides to help deliver social and economic objectives for local communities. 	<p>The Authority understands the local social and economic conditions and has used this understanding to shape the way in which it uses its role to support and promote appropriate development.</p> <p>The Authority is an active partner in key local partnerships. It is contributing to delivery of objectives shared with partners (e.g. through the local LSPs and LAA targets), and its contribution is valued by other partners.</p> <p>The Authority is achieving its purposes and delivering its services in ways that help to support local communities and the local economy.</p> <p>Performance in the delivery of specific services with a strong socio-economic element (e.g. development control, local development framework; etc) compares well to other authorities.</p>
<p>5.3 How well does the authority use its purposes to deliver wider social and economic objectives?</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) is working with relevant regional and national bodies to help deliver wider social and economic benefits (i.e. benefits for people other than Park residents); b) is achieving wider social and economic objectives as part of carrying out its purposes. 	<p>The Authority understands and promotes the role that the Park can play in the socio-economic well-being of the region(s).</p> <p>There is effective dialogue with regional and national bodies related to achieving wider economic and social benefits for Park users as opposed to residents.</p> <p>Work in this regard is clearly linked to the delivery of national park purposes and is integral to the organisation's business planning and partnership working.</p>
<p>5.4 How well does the authority use its purposes</p>	<p>Evidence that the authority:</p>	<p>The Authority has clear objectives in relation to mitigating and adapting to climate change within the Park. It can show that it is playing an appropriate</p>

5. Achievement of outcomes: wider sustainable development

to deliver wider environmental objectives?	<ul style="list-style-type: none"> a) is playing a leadership role, nationally and regionally, in the response to climate change; b) is working with others to deliver significant improvements in e.g. resource and carbon management within the Park. 	role, locally, regionally and nationally in this regard.
5.5 How effective has the authority been in improving its own environmental performance?	<p>Evidence that:</p> <ul style="list-style-type: none"> a) understands and can quantify its use of natural resources, and can identify the main influencing factors;⁶ b) the authority has taken action to improve its environmental performance, and that this has led to significant improvement. 	<p>The authority has quantified its use of natural resources. This information has been used to set targets and action plans to improve its performance.</p> <p>Performance is regularly monitored and the Authority can point to real, sustained improvements in its environmental performance.</p>
<p>NAVIGATION (BROADS ONLY)</p> <p>5.6 Is the authority delivering the navigation outcomes that it set for itself?</p>	<p>Evidence that:</p> <ul style="list-style-type: none"> a) the authority is meeting the navigation objectives [set out in the National Park Management Plan/ any other plans?]. 	
5.7 Is the authority delivering the quality of navigation services that it set for itself?	<p>Evidence that:</p> <ul style="list-style-type: none"> a) the authority is achieving a high level of quality in the navigation services that it provides. 	

6. Organisational capacity, use of resources, and governance

THEMES AND KEY QUESTIONS	INSPECTION FOCUS	AN AUTHORITY WHOSE STRENGTHS OUTWEIGH ITS WEAKNESSES
<p>MANAGING FINANCES</p> <p>6.1 Does the authority plan its finances effectively to deliver its strategic priorities and secure sound financial health?</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) integrates financial planning with strategic and service planning processes on a medium- to long-term basis; b) manages spending within available resources and is financially sound over the medium term; c) recognises individual and collective responsibilities for financial management and values and develops financial skills. 	<p>The authority sets a balanced budget that takes account of cost pressures and maintains its overall spending within budget.</p> <p>The Authority has put in place a medium-term (three-year) financial strategy which is linked to its key strategic objectives. A comprehensive and balanced revenue budget has been set, based on realistic projections about pay, inflation, and known service and capital development plans.</p> <p>There is a formal scheme of budget delegation. There is guidance available to budget holders which includes a description of their responsibilities, an outline of the budget process, and a budget process timetable. These processes are being consistently followed.</p> <p>There is a line of professional accountability between those staff with principal responsibility for finance issues and the [chief finance officer], to ensure compliance with professional standards and objectivity of advice on financial matters.</p>
<p>6.2 Does the authority have a sound understanding of its costs and performance and achieve efficiencies in its activities?</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) understands its costs, including whole life, transaction and unit costs, the main factors that influence these and how they link to performance; b) takes account of this understanding of its costs and performance in decision making and commissioning; c) identifies the scope for making efficiencies and is on track to achieve planned efficiencies. 	<p>Costs compare well with others carrying out similar functions (allowing for external factors).</p> <p>Costs are commensurate with the quality of service and the outcomes being achieved, and reflect the Authority's priorities.</p> <p>There is clear information on costs, including transaction costs and unit costs, and how these compare to the quality of services. Such information includes comparatives with other organisations as well as measuring trends over time.</p> <p>Members and managers routinely use this information to review and challenge VFM throughout services and corporately.</p> <p>Adequate processes for reviewing and improving VFM are in place.</p>
<p>6.3 Is the authority's financial reporting timely, reliable and does it meet the needs of internal users and stakeholders?</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) produces relevant, timely and reliable financial monitoring and forecasting information; b) uses financial and related performance information to monitor performance during the year; 	<p>The authority has arrangements in place for monitoring performance against budgets, taking corrective action where appropriate, and reporting the results to senior officers and members.</p> <p>The financial information systems meet the needs of users and any relevant stakeholders.</p>

6. Organisational capacity, use of resources, and governance

	<ul style="list-style-type: none"> c) produces financial reports that are clear, relevant and concise to support strategic decision making; d) prepares accounts that meet statutory requirements, financial reporting standards and present fairly, or give a true and fair view of, the financial performance and position; e) publishes reports that provide an objective, balanced and understandable assessment of the organisation's performance in the year. 	<p>The authority publishes its accounts and annual audit letter in accordance with statutory requirements.</p> <p>The authority publishes summary accounts/annual report in a way that is accessible to the public.</p>
<p>GOVERNING THE BUSINESS</p> <p>6.4 Does the authority commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money?</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) is using its intended outcomes for the Park to shape its commissioning and procurement, b) seeks to improve the customer experience, quality and value for money of its services; c) evaluates different options (internal and jointly with partners) for procuring services and supplies; d) reviews the competitiveness of services and achieves value for money, while meeting wider social, economic and environmental objectives. 	<p>The authority has effective procurement practices. It regularly reviews the cost-effectiveness and competitiveness of its main services, and can demonstrate improvements in value for money as a result. It has explored options for joint procurement and works with partners to improve VFM.</p> <p>The authority has some understanding of its long term costs and benefits, including environmental and social. There is some evidence of these being taken into account in decision making.</p> <p>Procurement decisions are not based solely on lowest cost options but reflect the best combination of cost and quality that will help to deliver the vision and objectives set out in the National Park Management Plan.</p>
<p>6.5 Does the authority produce relevant and reliable data and information to support decision making and manage performance?</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) produces relevant, timely and reliable data; b) understands the needs of its decision makers and provides them with information that is fit for purpose and is used to support decision making; c) ensures data security and compliance with relevant statutory requirements; d) monitors performance against its priorities and targets, and addresses under-performance. 	<p>The authority has a performance management culture, which is driven by its ambitions and corporate priorities.</p> <p>Members and senior managers are provided with good quality information.</p> <p>Performance monitoring focuses on priorities and outcomes. The systems are effective in enabling members and managers to understand the reasons if targets are not being met. Appropriate corrective action is taken in response to variations and followed up.</p> <p>The authority is self-aware and has a well informed and realistic understanding of what it has achieved, what remains to be achieved and possible solutions</p>
<p>6.6 Does the authority promote and demonstrate the principles and values</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) has adopted, promotes and demonstrates, the principles of good 	<p>There is clarity about the respective roles of members and officers.</p> <p>There are sound decision-making arrangements in place.</p>

6. Organisational capacity, use of resources, and governance

of good governance?	<p>governance;</p> <p>b) demonstrates a strong ethical framework and culture;</p> <p>c) applies the principles and values of good governance to its partnership working.</p> <p>d) has a clear framework setting out roles, responsibilities and delegated powers</p>	<p>The authority has adopted codes of conduct and monitors compliance</p> <p>The authority's arrangements to prevent and detect fraud and corruption are effective</p> <p>The standards committee's membership and functions are in accordance with the requirements of the Local Government Act 2000.</p> <p>The authority has arrangements in place to receive and investigate allegations of breaches of proper standards of financial conduct, and of fraud and corruption.</p> <p>There is a whistle blowing policy which has been communicated to staff and those parties contracting with the organisation.</p> <p>The role of the Monitoring Officer is exercised responsibly and with authority.</p>
6.7 Does the authority manage its risks and maintain a sound and proportionate system of internal control?	<p>Evidence that the authority:</p> <p>a) has effective risk management⁷;</p> <p>b) has effective arrangements in place to manage the risk of fraud and corruption;</p> <p>c) has a sound system of internal control, including internal audit.</p>	<p>The authority has adopted a clear risk management strategy. The strategy is being maintained and complied with.</p> <p>Member responsibility for corporate risk management is identified in the terms of reference of one or more committees as appropriate.</p> <p>The authority reviews and reports on its system of internal control</p> <p>The authority has an audit committee or equivalent and an internal audit function</p>
MANAGING RESOURCES		

6. Organisational capacity, use of resources, and governance

<p>6.8 Does the organisation manage its assets effectively to help deliver its strategic priorities and service needs?</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) has a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes; b) manages its asset base to ensure that assets are fit for purpose and provide value for money; c) works with stakeholders to maximise the use of its assets for wider benefit 	<p>The authority has an up-to-date asset management strategy, which is linked to its corporate objectives and medium-term financial strategy.</p> <p>The authority has an annual programme of planned maintenance, and the work is being carried out..</p> <p>Where appropriate, the Authority shares assets with partners to deliver wider benefits e.g. co-terminosity of service delivery points.</p>
<p>6.9 Does the authority plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?</p>	<p>Evidence that the authority:</p> <ul style="list-style-type: none"> a) has a productive and skilled workforce; b) knows in the medium to longer term what staff it will need, with what skills, and has plans to achieve this; c) engages and supports staff in organisational change; d) has policies which support diversity and good people management. 	<p>Staff understand how what they do contributes to the achievement of the authority's objectives.</p> <p>There is a workforce plan that is being implemented, and is kept under review.</p> <p>Good use is made of volunteers and their work is integrated with that of paid staff and members.</p> <p>There are constructive relationships with representative groups. Staff are involved directly in organisational change and in improving service delivery.</p> <p>Learning, training and development at all levels is planned to achieve the organisation's objectives.</p> <p>Staff are managed in a way that promotes equality of opportunity in the development of the organisation's people.</p> <p>People's contribution to the organisation is recognised and valued.</p>

7. Managing performance

THEMES AND KEY QUESTIONS	INSPECTION FOCUS	AN AUTHORITY WHOSE STRENGTHS OUTWEIGH ITS WEAKNESSES
<p>7.1 How well is the Authority delivering its priority services, outcomes and improvements that are important to local people?</p> <p>7.2 Does the organisation have the leadership, capacity and capability it needs to deliver future improvements?</p>	<p>Evidence that the Authority is</p> <ul style="list-style-type: none"> • Effective in identifying and delivering priority services and outcomes • Improving the services and outcomes for which it is responsible; • Contributing to wider community outcomes; and, • Tackling inequality and improving outcomes for people in vulnerable circumstances 	

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT AND GOVERNANCE COMMITTEE

13 February 2009

**TEIGNBRIDGE RURAL REGENERATION PARTNERSHIP : LEADER PLUS
PROGRAMME CLOSURE REPORT**Report of the Head of Forward planning and Community ServiceRecommendation : **To note the report**

- 1 LEADER PLUS was a European Community Initiative for assisting rural communities to improve the quality of life and economic prosperity in their local area. A key principle of the LEADER PLUS programme was a locally developed strategy with decision making made at community level by Local Action Groups (LAGs) in defined geographical areas. The spirit of the LEADER programmes has been carried forward in the new Local Action for Rural Communities initiative. Rural Teignbridge was one of twenty five LAG's in England to benefit from the available funding of £54m from the EU and DEFRA.
- 2 Whilst only initially allocated a budget of £1.35m, the Teignbridge programme was increased to £1.80m due to the programme meeting its expenditure targets and favourable exchange rates with the euro. The programme commenced in 2003 and finished at the end of 2008 and, over that period, the Authority contributed £3000 per year towards the core costs of running the project. Further public funding towards those costs was provided by Teignbridge District Council and Devon County Council.
- 3 As a condition of its assistance, a report at the completion of the programme was requested by the Authority. A report was produced by the programme manager in the autumn of 2008 shortly before the closure of the programme and this report contains sufficient information to discharge the condition of the grant aid. The report advised that every £1 of local public money pledged attracted £5.15 from DEFRA/EU and a further £4.67 from other sources.
- 4 The Teignbridge Leader Plus Programme aimed to improve the quality of life in rural Teignbridge particularly for older and younger people and women by:
 - Addressing inequalities of opportunities and provision
 - Arresting the decline of locally available services
 - Developing the capacity of communities to help themselves
 - Encouraging sustainability, equal opportunities and social inclusion

Grant decisions were made by a Local Action Group (LAG), which comprised representation from a wide section of the community. The Authority was itself represented on the LAG as well as being represented on the board of the accountable body (Teignbridge Rural Regeneration Partnership,) which was responsible for payments and financial probity.

5 Over its life, the programme supported 125 projects with a total value of £3.7m. Of these projects 42 were mainstream projects with the remainder in small 'fast track' community delegated fund grant schemes offering project funding up to £3000. The budget for co-operation with other LEADER PLUS programmes was relatively small (£38000) but nonetheless, the Teignbridge programme worked in partnership on joint projects with 12 other programmes in the UK and Ireland.

6 Among the projects assisted on Dartmoor were the following:

- The Bungalow project (a new youth project in Buckfastleigh)
- East Dartmoor Villages Youth Project (development of services and outreach for Moretonhampstead Association for Youth)
- Moretonhampstead Learning Centre (IT training for older people and pilot one to one surgeries)
- Moor Support (Funding Advisor specifically for small groups on Dartmoor)
- Hennock Play Park (New Play Scheme)
- Manaton Messenger (Community Newspaper)

Other projects specifically benefitted Dartmoor Communities and there were further wider initiatives which included the Dartmoor part of Teignbridge in their area of benefit. A full list of the projects that have been assisted appears at Appendix 1 to this report while the Manager's Report has been placed on the Authority's website.

7 Over the life of the programme, the LAG and the community of Teignbridge has worked hard to make LEADER PLUS in Teignbridge a success. Unlike some EU funded and other community programmes, the LAG has succeeded in spending all the funds and has achieved the benefits that it said it would achieve in its business plan. Whether or not those outputs will be sustained is a matter for evaluation which will be undertaken for the LEADER PLUS programme as a whole by DEFRA in due course. For a relatively modest input by the Authority, it is considered that the programme has provided exceptional value for the Dartmoor communities in Teignbridge.

8 **Implications for People in Under-represented Groups**

The programme provided a very positive benefit to under represented groups. One of the key elements of the programme in Teignbridge was, as indicated in this report, improving the quality of life for the young people, older people and women. 50% of the expenditure was directly aimed at projects serving one or more of these groups while the remainder of the expenditure assisted the wider community including the target groups and indeed other disadvantaged people.

PHILIP MARKHAM

Background Papers

Teignbridge Rural Regeneration Partnership : LEADER PLUS Programme 2002-2008 : Activity Report

Attachments: Appendix 1 – List of assisted projects

Teignbridge Rural Regeneration Partnership / LEADER+ Programme 2003 - 2008

Projects supported with LEADER+ / DEFRA funding by the Partnership Including small scale delegated funds. A '*' indicates part funding from local partnership grant.

Project Title (Applicant) Main Programme

Description

Chudleigh Youth Centre (Chudleigh Youth Centre Millennium Trust)		Support for youth advice and youth club operations
Here & Now/IT Experience (55+ Positive Lifestyle)		1. IT training project 2. Craft based project for 55+ Positive Lifestyle
Across the Coastline (Across the Coastline Partnership)		Community involvement / engagement in Dawlish and surrounding communities
Development Officer (small groups) (Teignbridge CVS)	*	CVS worker supporting small groups to become established / funded
The Art Farm Project		Innovative nine day art collaborative project in redundant farm buildings
Young Persons Rural Access Project (Teignbridge CAB)	*	Combined Youth and CAB advisory service for young people in Dawlish, Exe estuary
Bovey Tracey Art & Craft Fair (Crafts at Bovey Tracey)		Support for new festival to create reputation of area for quality crafts activity
Developing Social Entrepreneurship (Community Council of Devon)		Training to encourage individuals consider their role in communities
South Devon Rural Transport (Teignbridge CVS for South Devon Transport Partnership)		Support for a rural transport officer / action plan in Teignbridge and part of South Hams
The Bungalow Project		New youth project in Buckfastleigh
Kingsteignton Youth Centre		Additional youth project targeting teenagers
Quest 4 Skills (Westbank League of Friends Exminster)		Exminster and surrounding area. IT suite and community IT training
Devonplay Feasibility Study (Devonplay)		Feasibility explored for demonstration training centre about natural play environments
Tedburn Adult Community IT Education	*	Community led IT training

Teignbridge Rural Regeneration Partnership Activity Report 2002 - 2008

East Dartmoor Villages Youth Project (Moretonhampstead Association of Youth)	*	Development of services and outreach for Moretonhampstead Association of Youth
Small Change in Dawlish (Global Action Plan)		Encouraging energy efficiency, healthy eating to improve household incomes
Dawlish Community Training Programme (Dawlish and Teignmouth Sure Start)		Targeted at women, a training programme to improve skills and employment opportunities
Vanland (Blind Ditch / Teignbridge District Council)	*	Film Making training project for rural young people
Moretonhampstead Learning Centre (Moretonhampstead Development Trust)	*	IT training for older people and pilot IT one to one surgeries
Project Title (Applicant) Main Programme		Description
Bovey Tracey Youth Action	*	Support to improve community involvement / local crime reduction in area
Moorskating (Moorskate)		Feasibility study for an indoor skate facility
Funding Focus for Small Business (Enterprise South Devon)	*	Business support programme helping business understand finance and financial software
Hands on Reaching Out (Platform for Performance)	*	Training project encouraging participation in DJ ing, sound recoding and performances
Moor Support (Teignbridge CVS)	*	Funding advisor specifically for small groups in Dartmoor
Tools for Towns (Teignbridge District Council)		Provision of community IT points in villages and volunteer training
Market Makers (Enterprise South Devon)	*	Specialist business training in areas such as selling to buyers and agents etc
"BuCK the Trend" (TALK Training)		Buckfastleigh.- training people for local work
Teignbridge Carers Benefits Outreach Service (Dawlish and East Teignbridge Volunteer Bureau)		To help carers access benefits and tax credits entitlements to improve household incomes
Teignbridge Women's Network (Community Care Trust -South Devon Ltd)		Create and support women's self help networks as a health improvement project
Centre for Contemporary Art and the Natural World	*	Conversion of a building and support for development / education worker
Women in Business (Enterprise South Devon)	*	Training and mentoring for potential entrepreneurs / start up businesses
Community Advocates (Age Concern Devon)	*	Helping older people access support and services
Dawlish Skills / Economy (Dawlish Community Trust)	*	An officer to carry for the tourism and economy strategies
Motiv 8 (Dawlish Action for Youth)	*	Intermediary support for young people in Dawlish at risk
Teign Train (TALK Training)	*	Skills development in the Heathfield area
Cycle to Heart's Content (Teignbridge PCT)	*	Create recreational cycling groups
King George Vth Sports centre	*	Support for creation of new services / activities that will increase usage
Wheels to Work	*	Moped loan/ mentoring scheme for young people needing access to work / training

Total = 38

**Community and Youth Delegated Fund Phases
1,2,3**

Fast track support for smaller projects (see below) up to £3,000 grant

Teignbridge Rural Regeneration Partnership Activity Report 2002 - 2008

Delegated Fund Phase 1

Ogwell Play Area	New play area for smaller children
Leading Women (Women's Challenge Club)	Sports Coaching qualifications
Computers For All (TALK Training)	Basic IT Training in Dawlish
Teignbridge Woodcraft Folk Training	Leadership training
Bovey Tracey Cricket Club	Equipment and training to encourage juniors to participate in sport
Hennock Play Park	New play scheme
Get Fit Stay Fit (55+ Positive Lifestyle)	Exercise classes for older people
Create & Empower	Confidence building for disadvantaged women
Project Title (Applicant)	Description
Chudleigh Knighton Fayre	Help establish new community event
The Art Farm Project 2004	Collaborative arts venture using redundant agricultural buildings / sustainable buildings
Mill Marsh Park Play Area (Bovey Tracey Town Council)	Bovey Tracey - new play scheme suitable for the very young
Freewheeling Community Project (TEPEE)	Training for pre play group volunteers
William Pengelly Cave Studies Trust	Access improvements and interpretation at Buckfastleigh
The Mediation Project (Turning Point Theatre Company)	Awareness raising project for school children about bullying and social values
Drumming in Dawlish (Eclectic Ear)	Drumming classes for young people
Teignbridge Basic Funding Day (Teignbridge District Council)	Event to raise awareness about funding opportunities including lottery funds
Live Music for School Children (Two Moors Festival)	Concerts in Ashburton and Dartmoor as part of Two Moors Festival
Apple Orchards Study (Common Players)	Study to establish demand for community apple orchard celebrations
Ashburton Community Consultation	Community Plan
Exminster Youth Project	New sessions for different age groups in new Healthy Living Centre
Kenn Parish Community Plan	Community Plan
Kenn Parish Hall Feasibility Study (Community Council of Devon)	Legal and Architects fees surrounding joint village hall / community council offices
Dunchideock Parish Plan	Community Plan
Oasis Community Café	Community café / drop in centre in Bovey Tracey
Abbotskerswell Beer & Food Festival	New food and drink festival
Total = 25	

Delegated Fund Phase 2

* 50% the grant funding is from the Local partnership funds 50% EAGGF, 0% DEFRA

Acorn Community Support - Minibus	Support for running costs for six months of new minibus in Teign Valley
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The Manaton Messenger	Community newspaper
Organic Arts Feasibility Study	Investigate feasibility study for rural arts centre at Ide
ARA Play Area Improvement	Abbotskerswell Play area - enhancements
Kingscare Exercise Class	Dance classes for older people in Kingsteignton
Teignbridge Recycled Art in the Landscape	Awareness raising environmental arts project
Developing Marketing and Promotional Skills (TDC/Dawlish MCTI)	Business workshop for tourism businesses in Dawlish Warren
Making Noise (Bank Youth Project Ashburton)	Bank Youth Project - Ashburton. Young people building their own amplifiers
Moretonhampstead Parish Appraisal	Community Plan
Buckfastleigh Festival of Wool and Leather	New festival - marketing and volunteer costs
Ilington Pre School Training / Consultation	Staff training and evaluation needs of local schools over next few years
Ceramics Centre Feasibility (Devon Guild of Craftsmen)	Study into new ceramics training / exhibition centre
Project Title (Applicant)	Description
Moretonhampstead pre School Feasibility	Fees associated with possible new development site
Out and About (Dawlish Garden Trust)	Purchase of bicycles for clients of Dawlish Garden Trust - Healthy Living
Dawlish Youth Centre	Architects fees for new development
Total = 15	

Delegated Fund Phase 3

*

40% of the grant is from Local Partnership fund, 40% EAGGF and 20% DEFRA

Exminster Drop-in Centre and Historical Archive	Phase 1 of creation of upgraded room and space for archives/
Ipplepen Parish Plan	Publication and distribution of plan
Dawlish Centre for Community Information	Training and IT costs for new community information centre Open Daw
Chudleigh Knighton Village Hall Redevelopment	Architects fees and consultation on uses.
Atmospheric Maps	Create community walks raising awareness of local places / environment
Mamhead Village hall	Architectural plans
Broadening Life Skills (Dawlish garden Trust)	Training for people with disabilities
Art Farm Phase 3	Facilitating specific features such as addressing accessibility
Moor Trees Environment Education	New website for managing access to training materials
Realisation Training	Training and confidence building for those that have suffered loss
King George V Community Sports Centre	IT equipment
Buckland FC (<i>in Hacombe parish</i>)	Coaching Courses and Equipment
Music and Skate Events in South Dartmoor (Moorskate)	Young people organising skate events and training
Brunel Miniature Steam Railway (Model Engineering Society)	Clubroom and Services and engineer vocation awareness workshops
Bickington Village Hall Feasibility	Architectural plans and consultation

Teignbridge Rural Regeneration Partnership Activity Report 2002 - 2008

Wasproject		Camera equipment for young person's media group
Organic Arts at Ide		Visioning and design for building conversion phase 1
Moreton Cricket Club		Development of youth club facilities
Artistic Edge (Teignbridge Market Makers Ltd)		Set up of collaborative craft workers marketing organisation
Teignbridge CVS Skills Gap		Themed training workshops for community groups
Exminster Drop in Ph 2 (Exminster PC)		Creation of kitchen and café area
Blind Ditch / Teignbridge District Council		Village Screen Films - a project that encourage young people and older people to work together
Kingskerswell Cricket Club		Development of youth club facilities
Kingskerswell Parish Plan		Activities awareness event / parish planning event.
Healthy Family Matters (Teignmouth Sure Start)		Parenting Skills in Exminster
Meet the Funders (Teignbridge CVS)		One day capacity building event
Buddies Play Group		Help establish new group
St Mary's Hall Dawlish Warren		Explorative play for under 5s
Kingscare		Singing group for older people
Project Title (Applicant)		Description
Kingsteignton Community Plan		Printing and Distribution of plan
Chudleigh Village Plan		1st stage of community consultation
The Bridford Trust		Bridford Walks Books
Kingsteignton Swimming Pool and Recreation Assoc		Training Room
Liverton Pre school		Awareness raising and equipment for baby / toddler group
Kenton Village Allotments		Walkways, raised bed for disabled gardener
Ipplepen Pre School		Outdoor equipment for elder age group
Denbury New Parish Hall committee		Drainage to enable further community fund raising
Friends of Kingskerswell Library		Historical Archive
The Stover Canal Trust		Provision of permanent on site storage
The Chudleigh Film Society		Pilot film event as a pre-cursor to a sustainable film club
Kenn Cricket club Juniors		Provision of portable cricket net for improved coaching
Shaldon Over 60's		Provision of new IT equipment for training

Total = 42

Front Line fund for community tourist information

Ashburton TIC	*	Upgrading of uniform
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Total = 1

Cooperation Projects

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National Apple Project (TRRP with 5 English LAGs)	*	Best practice manual to help inform the future commercial and community apple growers
Vision Switch (TRRP and KELT (L+ in County Kildare) with Blind Ditch and Centre for Performing Arts, County Kildare, Republic of Ireland)	*	Training project for young people making films about rural life in Teignbridge and Ireland
Cider with Roadies (Common Players) in partnership with Blackdown Hills L+		Celebration of apple assets through plays, events and a mobile apple press
Local Knowledge Local Experience (Six SW England L+ groups)	*	An examination of how L+ has worked in the SW and transferability to other programmes

Total = 4

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

13 February 2009

RANGER SERVICE REVIEW

Report of the Principal Access and Ranger Officer

Recommendation: **That Members:**

- (i) Note progress made to complete the review and the further work on the structure of the ranger team**
- (ii) Agree the key actions for change identified**

1 Introduction

- 1.1 Members will recall that Audit and Governance Committee proposed that a review of the Ranger Service should be undertaken during the current financial year as part of the ongoing business review process. The Ranger 'Service' is a key frontline service, and a high proportion of the Authority's core spending is on the Ranger team¹.
- 1.2 The Ranger Service Review commenced in April 2008 and previous reports to Audit & Governance Committee have provided Members with detail on the progress and key issues emerging from the Review process. At the last meeting of Audit and Governance Committee on 14 November 2008, Members agreed the key opportunities for change that emerged from the detailed work undertaken during the review process which focused on the operational effectiveness of the ranger team.
- 1.3 This report provides a summary of the review process, the key issues identified and proposed actions to address them.

2 Scope & Purpose of the Review

- 2.1 The purpose or objective of the Review was to: *"Review how the Ranger Service currently delivers against the Authority's corporate priorities and National Park purposes and to make recommendations for any changes that may improve service delivery, utilising skills and resources to their optimum."*

¹ The term 'Ranger Service' is used to refer to the Ranger Team, Principal Access and Ranger Officer, Access and Recreation Officer and Ranger Administrator.

2.2 Specifically, the terms of reference for the review were to:

- Consider the extent to which the Ranger Service is delivering National Park purposes and National Park Management Plan ambitions and objectives;
- Examine the corporate links between the Ranger Service and other service areas and plans delivered by the National Park Authority;
- Provide an opportunity for independent, objective challenge by establishing a review panel of varied composition;
- Identify and recommend potential changes to the way the service currently operates or practices that would be beneficial to the Authority and stakeholders

2.3 The ranger team consists of 3 Senior Rangers, 6 Sector Rangers and 3 Assistant Rangers. Strategic access and recreation projects and the day to day running of the Access, Recreation and Ranger Team is undertaken by the Principal Access and Ranger Officer, Access and Recreation Officer and Ranger Administrator. Access work is a core function of the service and the review included all of these staff as part of its remit.

2.4 However, as the review progressed, the key issues emerging from the work focussed on the operational effectiveness of the ranger team and the Access and Recreation Officer post was therefore removed from the review process.

3 Process for the Review

3.1 The review was undertaken in three stages:

Stage 1 – Find out where the ranger service is now

Stage 2 - Identify where we want to be

Stage 3 – Identify key issues for service improvement and Action Plan

3.2 Tasks to inform the review included collation of baseline data of current operation, links to service plans, corporate plans and National Park Management Plan, staff surveys, a stakeholder survey and benchmarking with other UK national parks.

4 Review Panel

4.1 The review was undertaken by an officer working group, complemented with the establishment of an independent review panel to provide objectivity and external challenge. Eight review panel members were appointed, representing a range of interests including land and recreation management, parish councils, and another national park authority (details are provided in appendix 1). The review panel was chaired by a DNPA Member and met three times at each stage during the review process.

4.2 The review panel met on 26 January 2009 to consider the Service Improvement Plan. The panel agreed the role and priorities for the Service and the key issues identified for change. There was general agreement from the panel on issues and challenges of effective internal and external communications for a predominantly field based team, increasing objectivity and the importance of monitoring and

maintenance. The Panel also suggested that the role of volunteers should be enhanced.

5 Key Findings

The review has highlighted the need for:

- Clarity on the role of the ranger service with focused priorities that flow from the the NPMP and Corporate Plan
- Improved work planning and management
- Better internal and external communications
- Effective partnership working
- Strengthened monitoring and measurement

5.1 Clarity on the role of the ranger service with focused priorities

5.1.1 The review process has identified the value and importance of the ranger team providing an on the ground service, with a clear ambassadorial role for the Authority. The review identified that the ranger service needed clearer direction and focus for the wide range of tasks, duties and demands placed on the Service to ensure that rangers time and skills are best utilised.

5.1.2 The role of the DNPA ranger service is defined as:

- To provide an on the ground presence to help people access, look after and use Dartmoor National Park
- To act as ambassadors for and promote the work of the National Park Authority
- To act as the eyes and ears of the National Park Authority

5.1.3 Four key priorities for the Service have been identified, which underpin the work of the ranger team (although these priorities are listed in order of importance it will often be the case that rangers will be working simultaneously towards all four priorities):

Priority 1 – To help people enjoy and understand Dartmoor National Park in a sustainable way

- Promoting the ethos of national parks and the work of Dartmoor National Park Authority through an easily identifiable, visible and approachable on the ground service

Priority 2 – Providing high quality access opportunities on Dartmoor

- To maintain and improve public rights of way, open access, and promote access for all wherever possible

Priority 3 – Monitoring and maintenance

- To contribute to programmes which monitor visitor use, landscape change, erosion sites, wildlife and planning development with a particular emphasis on land that we own or have an interest in.

Priority 4 – To help people look after Dartmoor

- Providing advice, information, and practical support to the public, DNPA and other partners in conservation and enhancement projects

5.2 Improved work planning and management

5.2.1 The review has demonstrated the need for::

- a more consistent approach to work planning and management across the ranger team; and
- improved forward planning and co-ordination across the three Directorates so that the role of rangers in project work is highlighted at an early stage and can then be incorporated into their work programmes rather than being called on at the last minute.

5.2.2 These issues will be addressed through a mix of improved communication (see below) and enhanced management of the ranger team (sharing of work programmes, feedback to specialist officers and Senior Management Team etc.). At present the Senior Rangers combine the role of a Sector Ranger with that of a team manager. This role is to be examined in more detail and the implications of reducing the number of Senior Rangers and either removing their 'sector' or reducing it in size explored (both for the Senior Rangers and the structure of the whole team). The aim is to create greater capacity for the Senior Rangers to work across their team area, supporting the Sector and Assistant Rangers and adopting a more pro-active approach to area management and integrity.

5.2.3 The rangers provide an important link between the Authority, the landscape, and people (both local communities and visitors). They have a good understanding of issues on the ground and are a key resource, acting as "eyes and ears" for the Authority, reporting back to specialist officers and Senior Management Team. It is important that the Rangers fulfil this role effectively and efficiently so that all infrastructure and sites the Authority is responsible for are maintained to a high standard and other agencies are alerted quickly to issues which they need to deal with. Currently the systems and procedures around this work are not clear which leads to inconsistencies in approach to the ways in which information is fed back from the ranger team to other sections or agencies.

5.2.4 The need for rangers to actually live in the community and be close to their sector in case of call out for emergency is less relevant these days. It can be problematic for younger rangers and those with families to find relevant accommodation within or close to their sector.

5.2.5 Each Ranger is assigned a vehicle to enable them to undertake their duties effectively. Sector and senior rangers are issued with Landrovers, whilst the three assistant rangers use Citroen Berlingos. The vehicles issued to Assistant Rangers are inadequate for their role with access work and should be replaced as leases come to an end, and resources permit, with a vehicle that is more robust. The review has identified that moving towards a mixed fleet of vehicles will increase operational flexibility of use. For example, the provision of a crew-cab vehicle within each team would provide a means for transporting staff and enable greater use of volunteers.

5.2.6 Key recommendations:

- Requests from other sections of the Authority need to be planned in advance and included in ranger work programmes. Senior Rangers need to brief other sections on ranger work patterns, demands on the service and the availability of rangers at different times of the year.
- Improved workforce planning to ensure appropriate levels of cover is provided at all times of the year subject to resource constraints. The priority for weekend cover is visitor engagement, providing advice and assistance in the busiest areas of the park. A more flexible approach to patrolling will be introduced, so that it is targeted to specific issues, times and locations when necessary. Sector areas will be adjusted where necessary to reflect priorities. The mix of time off in lieu and unsociable hours payments will be reviewed.
- A review of vehicles taking into account requirements will be completed as part of work on an Authority travel and transport strategy.

5.3 **Better internal and external communications**

5.3.1 One of the key issues arising from the review is the need for enhanced communication and information flows within the Authority. These issues will be addressed through a mix of improved service and work planning, inter-service engagement in ranger team meetings, senior rangers taking the lead in briefing specialist staff and SMT on key issues in their areas and improved technology to aid speed communication and 'connectivity' with the Authority. .

5.3.2 In the future all rangers will be issued with a laptop computer and there will be an expectation that they will log on at least once each work day to check emails and ensure that their outlook calendar is up-to-date. During the course of the review the rangers have trialled the use of an integrated phone, camera and PDA for data capture. The equipment trialled was not found to be suitable but the use of technology to improve communication and data capture will be kept under review.

5.3.3 There are inconsistencies in the way in which procedures and practices are implemented across the ranger team. Whilst some of these reflect particular spatial needs/issues, there is a need to improve the management of the ranger team through more effective joint work by the senior rangers and Principal Officer. This in turn should aid links to the Head of Service and SMT.

5.3.4 Rangers have a clear ambassadorial role for the Authority but are sometimes not well briefed on current issues, policies and the work programmes of other sections within the Authority. One of the key issues highlighted during the review is the important role rangers can have in liaising with parish councils, communicating key messages and feeding back information and issues.

5.3.5 Key recommendations:

- Better forward work planning and briefing on current issues is required through the sharing of work programmes with other sections and teams within the Authority with Ranger input identified in advance to allow effective programming of tasks..

- Briefings required from communications team so that Rangers can support promotion of key messages.
- The links with parish councils and local communities will be strengthened through better briefings for rangers and improved feedback from the ranger team to other Authority staff. The rangers will also have a more active role in promoting the Sustainable Development Fund.

5.4 **Effective partnership working**

- 5.4.1 There are a number of measures identified which will improve joint working across the Authority. Some of these are improvements in internal communications and work programming within the Authority. The ranger service regularly provides support to specific projects including work on erosion, wildlife monitoring, farm visits, educational visits and events, including a high level of input into Ranger Ralph events.
- 5.4.2 There is a good working relationship established on the ground with other partners delivering similar agendas i.e. Natural England, Forestry Commission, Woodland Trust, South West Lakes Trust, National Trust and Ministry of Defence as well as the emergency services. The rangers are well placed to support and contribute to projects by providing local knowledge, contacts, expertise, tools and equipment. Nevertheless, the review has demonstrated the need to ensure that the Authority's rangers remain focused on its priorities and not sidetracked to deliver in areas where other organisations may be reducing their 'on the ground presence'.
- 5.4.3 The Authority will seek to formalise working arrangements for ranger involvement on sites managed by other agencies. Discussions have commenced with the Forestry Commission and we will be seeking a formal agreement with the South West Lakes Trust. The Dartmoor Livestock Protection Ranger post which is funded by contributions from the Dartmoor Commoners Council and Dartmoor Livestock Protection Society demonstrates the benefits of partnership working.
- 5.4.4 The review has highlighted the potential for more consistent use of volunteers across the ranger service to support the rangers in a variety of tasks (from survey work to vegetation clearance).
- 5.4.5 Key recommendations:
- Working arrangements where we patrol sites managed by other organisations should be formalised.
 - The potential of providing additional posts through joint funding should be explored with partner organisations.
 - Opportunities for sponsorship of vehicles and uniform should be explored.
 - The opportunities for volunteers to do practical work and path surveys should be increased in line with improved co-ordination of volunteers across the Authority.

- The role of rangers with the emergency services needs to be clarified with clear and effective lines of communication established. Emergency procedures need to be updated.

5.5 Strengthened monitoring and measurement

5.5.1 There is not a straightforward way of recording the performance of the Service and it is not possible to measure all the outputs. The local community places a high value on contacts with the ranger service and this “added value” is difficult to capture.

5.5.2 The benchmarking work undertaken against other national parks allowed some general comparisons to be drawn. This work found that the role and functions of ranger teams were similar i.e. visitor engagement, access work, community based projects, and supporting work of other service areas.

5.5.3 Rangers are well placed to help keep our facilities in good order and monitor heavily used sites. We are promoting a culture of “pride of place” within each sector area. They can also support monitoring programmes including visitor use, landscape change, erosion sites and wildlife. Information and issues are sometimes missed and do not always get reported back to relevant sections. Minimising damage and reporting back issues promptly to relevant sections as they arise will help to track trends and changes, enabling resources to be targeted effectively.

5.5.4 The work rangers do to maintain and improve public rights of way and access infrastructure on CROW land is highly valued by local communities, users, landowners and visitors. A more robust system for undertaking formal path inspections and making better use of volunteers for informal path checks is needed.

5.5.5 Key recommendations:

- Provide clearer performance measures and reporting systems, linked to work programmes.
- An auditable system of path inspections to be introduced with sector areas rotated for path inspections to allow greater objectivity.

5.6 Conclusion

5.6.1 The review has highlighted the value of the ranger service, but has also demonstrated the need for change in certain areas. Many of the recommendations are already being implemented or will be introduced shortly. Nevertheless there is a need to look at the structure of the ranger team to ensure that there is capacity at the senior ranger level to adopt a more consistent approach to the use of volunteers, to develop the concept of area management (as opposed to sector working) and provide capacity to support the sector and assistant rangers. This work will also encompass a more detailed review of the arrangements for working ‘unsocial hours’.

6 Implications for People in Under-represented Groups

- 6.1 The Ranger Service has a fundamental role in providing services which facilitate access to the National Park and the potential for work with volunteers and community groups which provide opportunities for people from under-represented groups.

ANDREW WATSON

Background Papers

Stage 3 – Service Improvement Plan report to Review Panel

Ranger Service Review Panel 2008

Mr T Smale (Chair)	Dartmoor National Park Authority
Mr S Lee	Natural England
Mrs E Stacey	South West Lakes Trust
Mr L Branfield	Farmer & Landowner
Mr D Mason	Parish Council
Mrs J Radford	Dartmoor Access Forum (Chair) & British Horse Society
Mr P Hawkins	Forestry Commission (previously Exmoor National Park Ranger Service)
Mr T Stratton	Duchy of Cornwall

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

13 February 2009

DEVELOPMENT MANAGEMENT REVIEW

Report of the Director of Planning & Sustainable Development

Recommendation: **That Members note the progress made and support the changes proposed to the structure of the development management service as a result of the review.**

1 Introduction

- 1.1 The review of the Authority's Development Management Service (DM - previously Development Control) is part of an ongoing programme of service improvement and is running concurrently with reviews of the information network, finance and administration and ranger service. Unlike these reviews however, the DM review has followed a prescribed approach based on 'lean systems management' and facilitated by external consultants that have carried out similar reviews of the planning service in several neighbouring district councils. The objectives and terms of reference of the review were agreed by Members and the appointment of two Members on the steering group has ensured Member engagement and involvement throughout the process. The review commenced in October and is now reaching its conclusion which will have significant implications in terms of working systems and human resources.
- 1.2 Although using an external consultant, the review has in effect been carried out by existing staff, guided in new ways of working, critically assessing the existing processes and designing improvements with a defined purpose and focus in mind. The 'check team' has involved the range of different posts and roles within the development management section combining planning, enforcement and administration functions.

2 The Lean Systems Approach

- 2.1 The initial stages of the review process centered on researching the existing system and its outputs, to enable an objective assessment of its strengths and weaknesses to be made. The scope covered the following key functions: processing planning applications, providing pre-application advice, minor amendments processing, monitoring and discharging conditions, investigating enforcement complaints and dealing with appeals.

2.2 The process involved extensive mapping of processes, interviews with stakeholders, including Members and existing staff and critical analysis of current systems from pre-application advice through to receipt of a planning application to a decision notice. In terms of performance, the following key headlines are of note:

- Taken over the last eight years, the 80% determination target was not been met. However, in certain years it was met, which enabled the Authority to benefit from Planning Delivery Grant awards. Over this period, the work demand in terms of volume remained stable (though expectations and additional requirements from the government and other agencies have been increased).
- Since 2002, there has been a 45% increase in full time equivalent staff, consisting of six staff, though one of these was a transfer of an existing scanning post from the IT service.
- Net expenditure on the service has increased since 2002 by 119%, representing the above staff increase, new investment in IT and electronic planning systems, inflation and job evaluation.
- Although gaining a significant Housing and Planning Delivery Grant award in 2008/09 for timely preparation and adoption of the Core Strategy, this was reduced by 20% due to the failure to meet the eight week determination target on Development Management in 2007/08.
- 35% of the demand on the service is termed 'failure demand', which is essentially areas of waste, duplication or repetition of processes (eg, checks and double checks) complaints, or applicants asking for clarity or updates on their applications.
- 50% of all demand at reception is for the DM service and 40% of all contacts for DM are requesting access to a Planning Case officer

2.3 Essentially, the early stages of the review confirmed that the DM service had been running in a very prescribed way with a number of stages been carried out as almost separate processes with no significant reviews for a number of years. Administratively, it is relatively labour intensive characterised by a series of checks and re-checks to ensure the Authority is not liable to claims of maladministration. Expenditure has increased significantly over the last seven years, though there has been no associated improvement in performance. There has not been a customer care approach but instead a focus on the eight week determination target and consequently a relatively high level of complaints from applicants.

2.4 This evidence has enabled the team to challenge existing ways of working and introduce changes to systems based on knowledge and with the following ethos:

- focus on what matters to the customer
- do only the 'value work' and reduce waste demand
- constant communication – with all those involved in the process

- get the right people around the problem or proposal right from the start
- adopt an ongoing review mentality and become a Learning Organisation
- Work to an agreed operational imperative or Vision: “Say YES to development that is GOOD for Dartmoor (good for the place and good for the people).

2.5 What has emerged from adopting a new approach is the need to revise the structure of the development management service. We are currently experimenting with a new structure based on two ‘cluster teams’ that combine the previously separate teams of enforcement, planning and planning administration. New proposals are dealt with immediately by the team so there is ‘front loading’ in terms of ‘shaping the application’- does it comply with policy, what are the consultation processes needed, can a start be made on these immediately etc. This approach has been developed over the last three months and we are now at the stage where every new proposal is steered through this new system. The benefits of this are already being felt :

- Customer feedback is positive, with applicants showing increased satisfaction with improved access to case officers including site visits and early contact being made, with constant feedback and updating where necessary.
- Increases in efficiency, with some applications being decided within 22 days, as soon as the statutory consultation period has ended. Though overall, the figures do not show an increase in terms of the eight week figures as inevitably, during the actual review process, the performance has dropped.
- Improvements in consistency in decision making and advice arising from shared responsibility and team discussions on proposals
- Greater delegation responsibility below Head of Service level, leading to increased efficiency and fewer ‘touches’ on each application.
- Greater opportunities for staff development and career progression.
- Greater involvement of staff in other service areas, and improvements in internal consultation processes reducing the tendency for silo working and improving awareness of the planning role and its relationship to National Park purposes.

3 Restructuring the Development Management Service

3.1 Clearly, the result of the review is going to have significant implications for the structure of the service and current roles and posts within it. Detail is currently being worked up on the emerging ‘cluster team’ structure to produce a service organisation chart, job descriptions for any new posts and indicative salary grades. The two teams will be managed by a team leader and will contain planning officers, enforcement planners supported by a planning technician and admin officer. In addition, there will be document scanning support associated with each team. The need for a technical support post outside of each team to manage the document scanning function, monitor performance and prepare statutory government statistical returns, provide wider

administrative support to the service, draw together Committee reports and provide a consistency check for the two teams is currently being evaluated.

- 3.2 The Human Resources implications are significant and it is proposed to consult on the details of the changes with the service staff initially on an 'informal basis' during the second week in February. This will be followed by a formal six weeks consultation involving staff and Unison. It is envisaged that the structure will be operational with all staff in posts by summer 2009.

4 Conclusion

- 4.1 Although the review has been challenging and has had an impact on staff morale and performance during its implementation, it is already clear that significant benefits can be obtained by adopting new structures and systems in terms of the cost of the service, its efficiency and performance. A key factor in its success is the close involvement of staff in the process which has resulted in internal support and 'ownership' of changes. This has also ensured that the benefits of the previous system have not been lost, such as robustness to maladministration, good appeal record and most importantly, quality of decision in terms of the built environment. It has therefore been important throughout to ensure the approach is not an 'off the shelf' solution, but one that recognises the special role of planning within National Parks, where the importance of wider stakeholders in the process, not just the applicant is paramount.
- 4.2 Although the review itself is nearing completion, it will leave a legacy of ongoing improvement and monitoring and there are a number of further changes that will need to be agreed and acted upon such as changes to delegation schemes, member involvement in the planning process (reflecting the findings of the most recent government planning review – Killian Pretty), e-planning improvements and monitoring of public response to the changes.

5 Implications for under-represented groups

- 5.1 None specifically.

CHRIS FRANCE

DARTMOOR NATIONAL PARK AUTHORITY
AUDIT AND GOVERNANCE COMMITTEE

13 February 2008

ADMINISTRATION AND FINANCE REVIEW

Report of the Director of Corporate Services

Recommendation : **That Members:**

- (i) Note the content of the report**
- (ii) Offer their comments on the proposals for change contained in Appendix 2**

1 Background

- 1.1 On 8 February 2008 a report was presented to this Committee outlining the proposed review programme for 2008/09. This included:
- Ranger Service
 - Development control (now Development Management)
 - Administration and Finance
- 1.2 Progress reports have subsequently been presented regarding the Ranger and Development Management Reviews, but, due to capacity issues, there was a delay in commencing the Administration and Finance Review.

2 Work to date

- 2.1 Although Members queried whether the whole of Corporate Services should be reviewed, it was decided to keep the focus on this defined area of service, while clearly being aware of the links with other aspects of both Corporate Services and the wider Authority. It was also agreed that we should not be looking to outsource these services given current uncertainty about future local government structures.
- 2.2 In addition, although it had originally been agreed that the reviews would be led by a Director from a different Directorate, to bring more challenge to the process, in respect of this review the Director of Park Management was not able to take it forward. As a consequence, and due to the fact that the administration service, particularly, was struggling with multiple temporary staff (due to holding vacancies), it was felt pragmatic for the review to be taken forward by the Director of Corporate Services.
- 2.3 Following some initial work in June and July 2008 a more formal scoping document was developed with the Heads of Finance and Administration and Customer Service. This document (attached at Appendix 1) was made available to all staff in August 2008, together with a questionnaire regarding administration services. A closing date of 19 September 2008 was given for return.
- 2.4 Replies from the questionnaire were analysed together with the outcomes of the task analysis undertaken by the administration team. An outcomes paper was then

prepared with input from Heads of Service and presented to the finance and administration staff at a meeting on 13 January 2009.

- 2.5 Following comments from the staff group, both at the meeting and subsequently, an outcomes paper with proposals for change has now been compiled for formal consultation with staff and UNISON. The paper is attached at Appendix 2, and was made available to staff during the week commencing 2 February 2009.

3 Next Steps

- 3.1 The formal consultation period will last for six weeks, during which staff and Members are invited to comment on the proposals. Staff directly affected have also received draft job descriptions and person specifications and have been invited to have informal discussions regarding their role and options open to them, if they choose.
- 3.2 Following conclusion of the formal consultation an implementation timetable will be agreed which will depend on whether any major changes result from the consultation process.

4 Financial Implications

- 4.1 The focus of the review has been about efficiency and effectiveness and delivering a quality service to staff, Members and the public. It has not had an explicit goal of reducing posts or saving money, but clearly looked for opportunities for efficiencies.
- 4.2 The revised structure and focus of the combined service has presented an opportunity for an efficiency saving. It is recommended, however, that this capacity is used to improve the performance management of the Authority by creating a new performance improvement role. This post would also provide support for the next NPAPA review. The ongoing revenue cost of the revised structure is therefore cost neutral.
- 4.3 There will, however, be costs associated with the implementation of the changes, but these cannot be determined at this time as it will depend on the individual choices that affected staff make. It should be noted, however, that there are no redundancies in this process. The majority of staff will experience minimal change.

5 Conclusions

- 5.1 The review of administration and finance has provided an opportunity to evaluate two key support services for the Authority.
- 5.2 The review showed many positive aspects for the services, but also presented some issues which have led to the proposals for change. Members are asked for their comments and advice on the proposals.

6 Implications for People in Under-represented Groups

None

LORNA BROWN

Attachments: Appendix 1 – Scoping document
Appendix 2 – Proposals for change

**REVIEW OF ADMINISTRATION AND FINANCE SERVICES
AUTUMN 2008
OBJECTIVES AND TERMS OF REFERENCE**

1 Introduction

The purpose of this review is to consider the functions and structure of the administration and financial services for the Authority, with particular attention to:

- Efficiency and effectiveness
- Levels of support to officers and, where appropriate, Members
- Support and development of staff including recruitment and retention
- Customer focused approach – both internal and external to the organisation
- How the services work together and in partnership with other service areas and relevant external partners/stakeholders (e.g. auditors, contractors)
- Contribution to sustainability objectives

2 Background

Attached at Appendices 1 & 2 (nb not included for the purposes of this report) are the current functions of the finance and administration services, together with their team composition. The administration service is presented as a questionnaire, which should be completed by all staff and returned to Lorna Brown, Director of Corporate Services **by 19 September 2008**. Both teams have experienced change and disruption over the last year and are currently holding vacancies (covered by temporary staff) pending the outcome of this review. The situation now is that the structure and staffing complement of the teams is to some extent based on historical context. There has been no formal review of workflow or priority of tasks and functions in administration for some time. Finance has undertaken a rolling programme of review which has enabled procedural and staffing changes. Notwithstanding this, it is possible that:

- some tasks are inappropriately located either within finance or administration and should be dealt with by others (or not at all)
- some tasks may be being dealt with elsewhere in the organisation and may be better placed within finance or administration

- there is a lack of understanding of the role of the teams, particularly administration
- there is potential for confusion over roles, particularly where there is dedicated out-posted support to teams (e.g. education, access & rangers, development management)

Due to these and other issues, the future direction for the teams is uncertain, which can cause stress and concern.

3 Key Lines of Enquiry

Outlined below are the key lines of enquiry the review will encompass.

- What are the objectives of the services and how are they measured?
- How are the services organised and managed, particularly:-
 - Is there duplication of effort/processes?
 - Are workflows efficient?
 - Is technology being used to best effect?
 - Is there a supportive team management culture and ethos?
 - Do the services work effectively together and with other service areas?
 - Is the current structure appropriate?
- How well are the services used and understood by staff and external customers/stakeholders?
- How do the services support and develop staff, including:
 - Do the teams have appropriate staffing levels?
 - Is there the correct mix of skills?
 - Can workloads be managed more effectively?
- How efficient and effective are the services in delivering against their objectives? How do they benchmark against other NPAs in their use of resources?
- Are there opportunities for change which may deliver efficiency savings? What, if any, efficiency savings have already been made?

4 Methodology

The questions/issues which will underpin the approach to this review are:

Challenge

WHY are we doing this?

HOW do we do this?

WHAT IS THE VALUE both positive & negative of what we do? **WHAT** value does it add to other services / the Authority?

SHOULD we do this at all?

CAN we do this in another way?

Consult

Stakeholders (internal and external) need to tell us what they think of the current service and what their views are on future provision

Stakeholders (internal and external) need to understand what we do and, for staff, the value it adds to their service

Comparison

It is difficult to determine appropriate comparators for either service, and exact & very low level analysis is unlikely to yield benefits commensurate with the cost and time to conduct such an exercise.

Some comparators are available e.g. benchmarking data with other NPAs for finance service, and will be used wherever possible.

Performance

Can measure some things e.g. speed of processing invoices, KPIs on electronic ordering and processing of accounts payable (currently doing this via Devon Procurement Partnership) and volume of call handling.

Identified efficiency measures by the teams either proposed or implemented - can demonstrate time, cash and environmental / sustainability savings

Compete

No political will to outsource – not productive to build specification and do tendering

Have got NPA benchmarking data on service structure & cost for finance

Already outsource some elements of finance (VAT, CARplan etc)

Need to identify any specific areas that there might be potential for shared services or someone else doing.

5 Outputs

The review will provide a service improvement plan with detailed recommendations in respect of:

- Function & Structure
- Staffing levels and resource requirements
- Links to other service areas
- Changes to workflows
- Use of technology
- Support and development of staff

6 Outcomes

The outcome being sought is surety that we have services which:

- are appropriate for modern local government;
- provide the right level of support to officers and members of the public;
- are structured to ensure the best use of skills and experience; and

- are delivered in a supportive working environment for those working in these services.

The context is provided by the need for the Authority to review all its business processes, taking into consideration the growth in staffing over recent years, the improved communication links and use of technology, the financial constraints on the organisation and the constant need to challenge methods of working to ensure the best outcomes are achieved with the most efficient use of resources.

7 Approach and Timetable

1. Completion of task analysis timesheets for administration team for 4 weeks – completed June 2008
2. Meeting with Administration and Finance teams to explore issues/seek ideas – completed July 2008
3. Undertake analysis in specific areas identified in 2 – August 2008
4. Scoping document and administration questionnaire to all staff – August 2008
5. Consider workflow and use of technology in finance. Discuss options for change with Heads of Service and then with cross section of staff – September 2008
6. Benchmarking data from other NPAs on structure and functions of finance service – completed August 2008
7. 1:1 interviews with out-posted support staff in other service areas – September 2008
8. Bring all information together with finance and administration teams and challenge current methods – can we do it differently/better – by 30 September 2008
9. Develop options for change – October 2008
10. Consult on options – October - December 2008
11. Implement – January 2009 onwards

August 2008

ADMINISTRATION & FINANCE REVIEW 2008

Introduction

Further to the paper distributed in August describing the objectives and terms of reference for the Administration & Finance Review, work has been undertaken to better understand the services, the functions and support they deliver, the quality of the service they provide and how they link to other areas of the Authority. I would like to thank everyone who has contributed to date, and trust you will continue to offer your input as we move forward into consulting on options for change.

Service Objectives

The current stated objectives for the two services are as follows:

Finance

- To provide effective and efficient financial services to meet the legislative and operational demands of the National Park Authority, its committees and management.
- To support the Authority's Members, Committees and Service Directorates in achieving the optimal utilisation of resources
- To contribute to strategies, policies and other activities to support the achievement of the Authority's Strategic Goals and Priorities

Administration

- Maintain an efficient, effective and economic administrative service
- Maintain efficient, effective and economic caretaking and security arrangements
- Maintain an efficient and effective reporting process of Performance Information and planning to A&G, Authority, our auditors and the public
- Provide good induction into administrative procedures for all new staff
- Provide good customer focused service

Current Service Provision

The functions and services provided by the two areas were outlined in the scoping paper, which included a questionnaire in respect of the administration service. The current Corporate Services structure is attached at Appendix A.

Evidence Gathered

Both Services

1 Issues meeting with all team members. The main points arising from this exercise were:

Positives

- Highly skilled, flexible team workers (sometimes under-utilised)
- Public interface – key role

- Good working relationships
- Resilience!!
- Praise for jobs well done
- Pride in work
- Open to challenge and change

Negatives

- Lack of information on operational staff whereabouts
- High level of “waste” from callers returning to reception due to non-availability of operational staff (links to point above)
- Clearing away for messy colleagues
- Condescending attitude from some staff
- Historically derived tasks
- Lack of orders being raised (increased work when invoice received)
- Poor Corporate image from officers’ poor typing/letters (not using admin)

Finance

- 1 Benchmarking questionnaire to all NPAs
- 2 Challenge document with efficiencies achieved and further options for change

Administration

- 1 Time and task study undertaken in June 2008 with all administrative staff
- 2 Questionnaire to all staff and Members in August 2008
(Responses received – 34 from individuals, 4 from teams and 2 from Members)

Issues Arising

Administration

1 Functions

Functions and structures are based largely on historical context, and the tasks now required together with the necessary skill mix have changed. There also appeared to be a lack of focus and no clear understanding of priorities so administrative staff are pulled in many directions and some identified pieces of work do not move forward in a timely way.

Based on the evidence from the task analysis and questionnaire, there is now low demand from staff for admin to provide:

- basic typing;
- copying;
- filing (central filing remains, but much also in individual filing and electronic systems);
- library maintenance.

On the other hand, there is growing demand for:

- database management;
- centralised management of customer/contact information;
- information management (paper & electronic);
- minuting of meetings;
- meeting/event organisation;
- performance information collation – for local and national purposes.

Functions receiving ‘top marks’ for popularity (usage)

- Reception;
- Post (including collection & delivery);
- Authority/Committee report typing.
- Copying/filing

Other issues raised by staff which lead to “wasted” time and/or effort:

- Lack of coherent electronic filing system. Everyone has invented their own and it is extremely difficult to find information in the absence of the named officer;
- Delay in receiving post due to the removal of the delivery and collection round;
- No-one to manage the extensive photographic store (electronic) – much time spent trying to source images and taking new images when they are possibly not needed;

2 Service Consistency

There is wide variation across the Authority in respect of the administrative support available.

<i>Senior Management Team</i>	-	full time secretarial support for NPO & Directors
<i>Park Management</i>		
Natural Environment	-	Corporate admin only
Cultural Heritage	-	Corporate admin only
Recreation, Tourism & Rangers	-	Full time admin support
Education, Information & Communication	-	{ Education – full time admin support Information – full time admin support Communication – Corporate admin only
Conservation Works	-	technician provides some support
<i>Planning & Sustainable Development</i>		
Forward Planning	-	Corporate admin only
Development Management	-	Corporate admin only (for direct support to officers DM Admin do <u>not</u> fill this function [indeed they are high users of corporate admin])

Corporate Services

- Legal service has dedicated admin support. Other areas have support posts as part of structure where required.

While it is acknowledged that, where there is dedicated admin support, it has been created to provide a specialist function, it does mean that those service areas have extra capacity to call on. It is unclear to staff whether this specialist support can be called on by other services, or by corporate administration as 'back-up' at times of high demand/staff shortages.

Princetown

A different type of administrative service is provided at Princetown due to the size of the team and the service it supports. Functions are more purely administrative, rather than secretarial, including database and statistical work and the security and functioning of the building. The main challenge is presented by the small numbers in the team and the need to have cover provided by other areas of the organisation.

Caretaking

Although not specifically covered in the review, caretaking at both Parke and Princetown is currently managed by the Head of Administration and Customer Service to enable one person to have overall responsibility for the day to day management of the offices. This does mean that staff providing this service have to relate to two managers as the Head of Conservation Works Service has responsibility for major works relating to the buildings. No changes have been proposed in the review to the current arrangement, but as part of this consultation and the proposals for change it contains, there is opportunity to review this and views are sought as to whether the current arrangement should continue, or whether caretaking should revert to the Head of Conservation Works Service.

Performance

There are currently no performance indicators collected which directly relate to the administration service. There is therefore no objective measure as to whether it is providing a "good" service, other than seeking the views of staff, Members and the public. For the future, performance measures relating to the priority functions need to be developed to enhance the views of staff, which could include such things as:

- Response times for typing requests
- % of caller enquiries dealt with at first point of contact
- % of contacts held centrally and which are accurate
- Response times for FOI requests
- Number of complaints received

Finance

1 Challenge

A number of tasks and functions have already been streamlined in finance, which has created capacity. Others are proposed as part of the current review. It is considered that this released

capacity allows for some functions currently undertaken elsewhere or split across service areas to be consolidated and undertaken by finance. The areas for consideration for consolidation are:

Fleet Management – currently split between admin & HR

Grants administration (including SDF)

In addition, there are functions currently managed elsewhere in the Authority, or managed in a limited way/not at all due to capacity issues. It is considered that these could be consolidated and managed within the finance function, namely:

- Insurance (contract and claims);
- Procurement (currently in finance but strategy needs to be strengthened);
- Asset register

2 Comparison with other NPAs

The comparison exercise with other NPAs shows considerable similarity across the organisations, both in the functions undertaken and the costs of providing financial services – internally and externally. When comparing the percentage of NPG spent on financial services DNPA is in the mid-range, but undertakes a number of additional functions, ie

- centralised booking of travel and accommodation;
- operate Document Management System;
- procurement lead;
- receive all deliveries.

If additional functions are undertaken as proposed in this report, there is clear evidence to support the fact that the organisation and financial services within the Authority present value for money. All comments received from staff in response to the scoping document and questionnaire were very positive about the quality of financial services.

Proposals for Change

1 Based on the evidence obtained, it is proposed that we focus administration services on the following priority areas to support officers and the organisation and provide an effective customer service for the public.

(a) Reception

- face of the organisation and first point of contact;
- needs to be professional and welcoming;
- not just a switchboard;
- to provide an effective service, needs to have knowledge of the Authority, current issues and officer availability.

(b) Postal service

- receiving, date stamping and sorting;
- collating, franking and preparing for posting.

Re-introduce internal postal collection and delivery service at Parke. The relocation of administration services does simplify the collection and delivery of mail by officers, but there is a clear message from the review that staff value this service and it assists them in their duties

(c) Information Management, including:

- central filing;
- electronic filing (including photography files);
- Freedom of Information;
- information security;
- performance information.

(d) Meeting/Event organisation

- location booking;
- hospitality organisation for key meetings;
- attendance co-ordination.

(e) Central management of customer/contact information (CRM) and other databases as required.

(f) Typing/Secretarial services

- letters, reports etc;
- back-up for specialist out-posted services;
- minuting of meetings;
- photocopying.

(g) Committee support

- report typing
- agenda coordination and production

(h) Building/Office Management

- contract management – cleaning / waste / water machines / vending machine;
- stock control;
- receipt of deliveries.

2 Consolidate identified tasks within a single service, namely:

Fleet Management.
Grant Administration.
Insurance

3 Implement efficiencies identified in Finance challenge document, particularly:

- Cease call log for private use of telephones – move to honesty system with monitoring
- Cease photocopying orders – they are available on FINEST GUI
- Implement changes to PDQ reconciliation

4 Provide consistent and equitable administration service across the Authority.

Consideration was given to completely devolving the corporate administration across the service areas, but given the resource available and the proposed focus of administrative support, this is not considered viable or desirable. However, the following principles are proposed:

- Outposted admin support can be called on to support/assist/undertake specific tasks as required. Specifically this includes the following posts:
 - P/A to CEO(NPO) & Directors
 - Legal Secretary
 - Ranger & Access Administrator
 - Education Administrative Assistant
 - Information Support Officer (Princetown)
- For services without dedicated administrative support there will be a designated member of the corporate administration team to provide a first point of contact and who will be familiar with the operation and needs of that service area.

The main principle here is that any and all resources need to be able to be deployed to support priority work. This may extend beyond “pure” administrative functions. In the event of conflicting priorities, the relevant Heads of Service will need to determine.

5 Create capacity to improve performance and policy development

If the organisation wishes to move forward; capitalise on opportunities; and improve the way we promote the work we do and the outcomes we achieve, we need to create capacity to focus on this area of work. It is proposed to create a post to take this forward, drawing on a more robust system of performance information. It is likely this post will work directly to the Chief Executive and SMT. In the first instance, the priority for this post will be to prepare the Authority for the next National Park Authority Performance Assessment, which will take place in the next 1-2 years.

6 Streamline current management structure

There is opportunity to consolidate and streamline the management structure across the 2 services, based on the following:

- The finance team, while undertaking finance related administration tasks, does support the Authority by undertaking a range of functions which are closely aligned to the administration functions generally. There would be greater opportunity for flexibility and sharing of tasks if managed under a single Head of Service
- The current management structure for administration can create duplication and confusion, with effectively 2 managers – the Head of Service and the Administration Co-ordinator.
- Based on the task analysis, the Head of Administration and Customer Service, partly due to the size of the team, has to be very “hands on” and does not have capacity to undertake the wider functions of a Head of Service
- The administration officer at Princetown could take on more responsibility for the overall management of the Princetown offices and act as a back-up/ deputy for the manager at Parke

It is therefore proposed to merge the Administration and Finance services into a single service, under one Head of Service. The proposed revised structure is attached at Appendix B. This structure releases sufficient capacity to create 0.6fte Performance Improvement & Policy Officer.

Outcomes & Questions

As described in the scoping document, the outcomes being sought from this review are services which:

- are appropriate for modern local government;
- provide the right level of support to officers and members of the public;
- are structured to ensure the best use of skills and experience; and
- are delivered in a supportive working environment for those working in these services

It is considered that the revised structure with a clear focus on priority areas of work will achieve these outcomes.

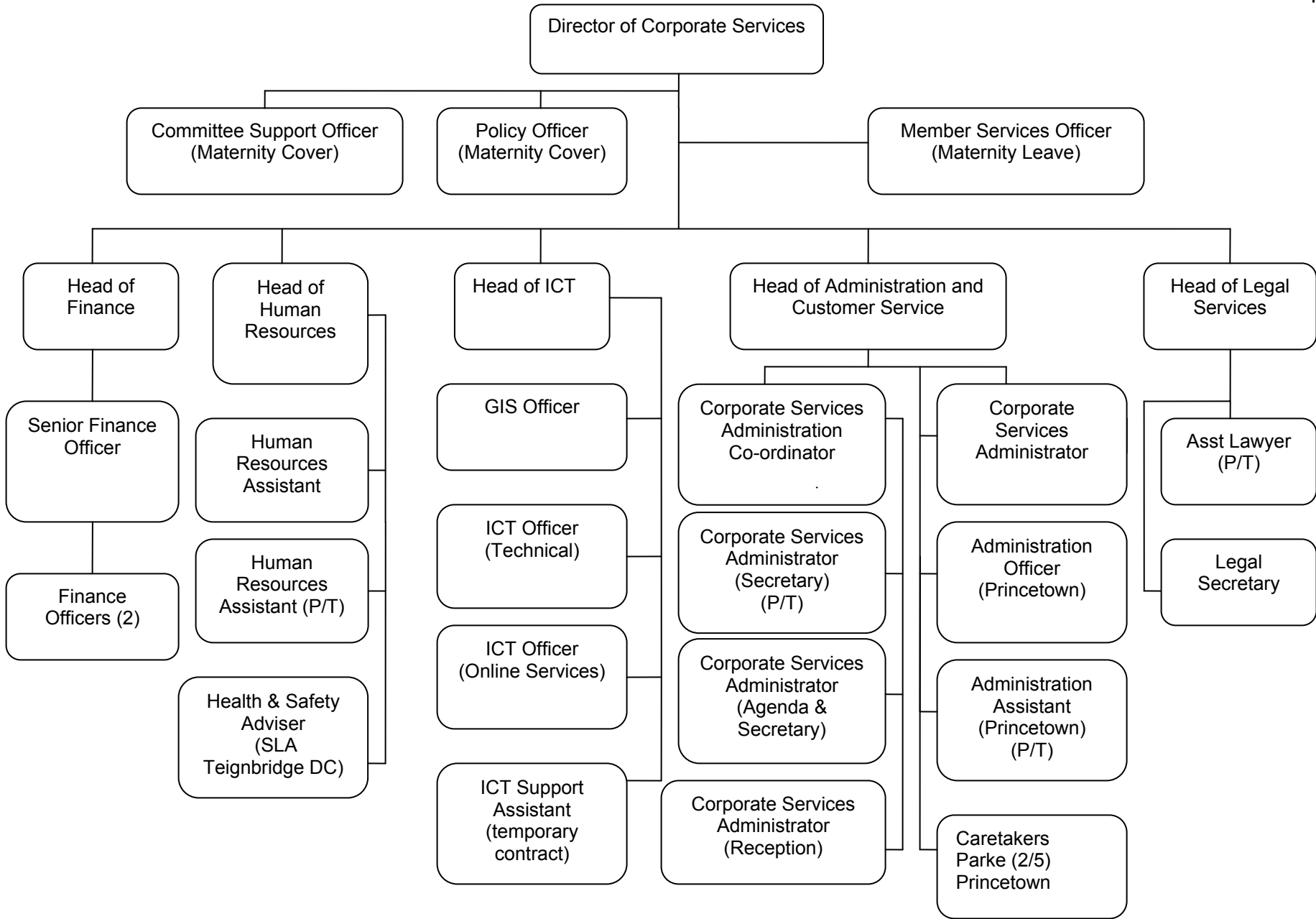
The following questions are posed to assist in commenting on the review and the proposed changes.

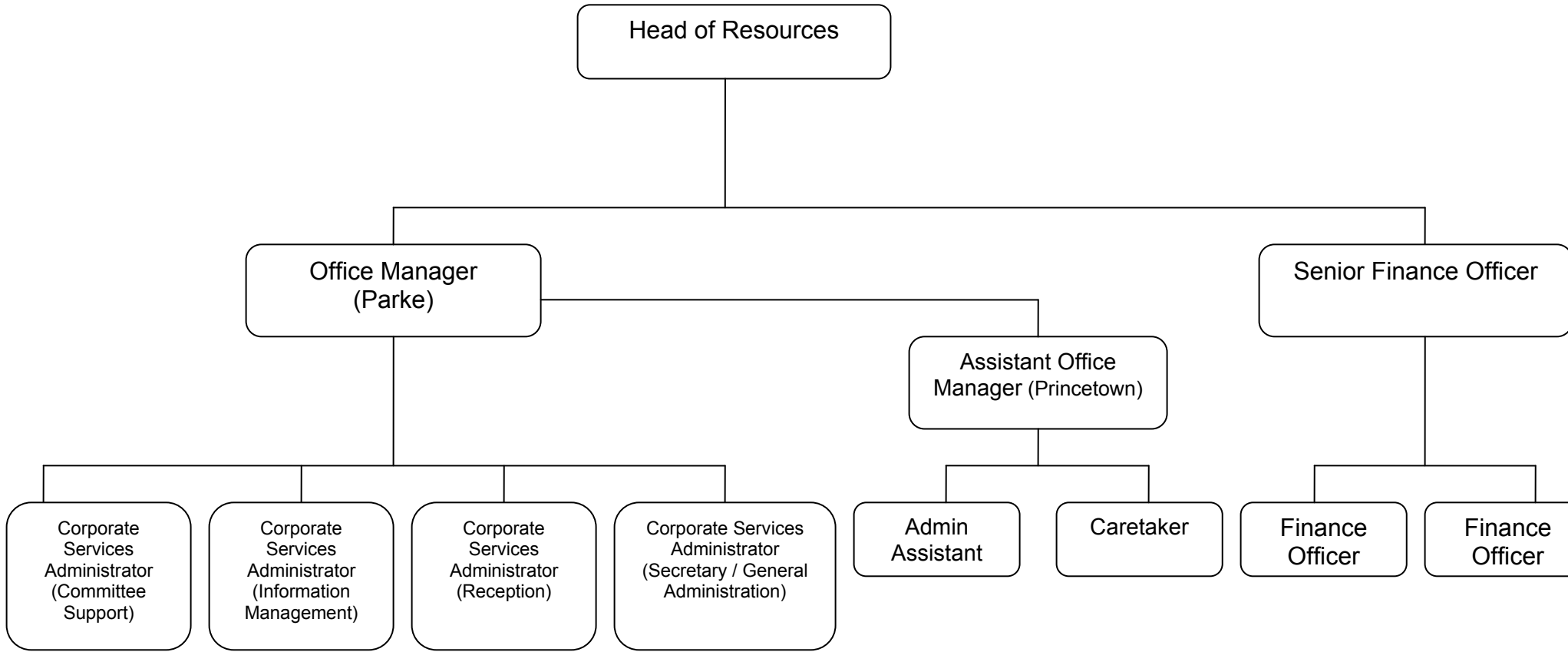
1. Do you agree with the issues identified in respect of administration services? Are there any missing?
2. Should we use the opportunity to revise the current arrangements for caretaking?
3. Is the proposed focus for administration services correct?
4. Are the proposals for improving the consistency of administration services across the Authority practical? Are there alternatives?

5. Do you agree with the proposed revised structure? If not, what alternative suggestions do you have?

You should not feel limited to the above questions and all comments would be welcomed

Lorna Brown
Director of Corporate Services
February 2009





- Admin functions to include:
- Reception
 - Post
 - Filing / copying
 - Typing / secretarial
 - FOI
 - Information Management (including Performance information)
 - CRM (Customer Relationship Management)
 - Contract Management
 - Building Maintenance (minor)
 - Committee Agenda Production

- Combined Service responsibilities will include:
- Fleet Management
 - Grants administration
 - Insurance
 - Asset Register
 - Procurement Strategy

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

13 February 2009

REVIEW OF PARTNERSHIPS

Report of the Director of Planning & Sustainable Development

Recommendation: **That Members note the completion of the review and endorse the approach to partnership working based on an annual objective assessment of each partnership as set out in this report.**

1 Background

1.1 Members last considered the conclusion of the Partnerships Review at the Audit and Governance Committee held on 8 August last year. Whilst recognising the outputs so far achieved and the comprehensive 'mapping' and evaluation of the 123 current partnerships the Authority is engaged with, Members requested further work in relation to:

- how the review relates to the annual appointments to outside bodies in terms of timescales;
- producing a clear and defined policy statement setting out the Authority's approach to partnership working;

Members also requested that the 'resource hungry' partnerships be clearly defined and scored and assessed first.

1.2 Further work has now been undertaken by the Strategic Management Team which has considered the results of the review following the scoring which has now taken place of the 123 identified partnerships. As a result each partnership has been re-classified into one of four priorities: A-D.

2 Partnership Priorities

2.1 A – Important Strategic Partnerships

These are of key importance to the Authority in terms of achieving its purposes and implementing the goals of the Management Plan (for example, ENPAA, and NE). Appendix A contains a list of the strategic partnerships that are considered to be of high priority. Where there is a direct funding implication, this has been included and any recommendations relating to Member involvement are also suggested.

2.2 SMT considers that there are a small number of these key partnerships where increased engagement or involvement at a more strategic level would strengthen joint working arrangements and lead to more effective delivery of the Authority's corporate aims and objectives and enhanced opportunities for external funding. This applies particularly to regional bodies such as SWERDA, GOSW and the Regional Assembly. Recent closer engagement with SWERDA for example, has led to a joint funding initiative for a project officer as part of the Hill Farming Project. More effective engagement with the Local Strategic Partnerships (LSPs) is also suggested and indeed has been requested by the LSPs, so that the NPA can play a meaningful role in the achievement of relevant Local Area Agreement priorities, and in turn achieve joint delivery of relevant NPMP goals.

2.3 **B – Key Professional Networks**

These are established officer working groups that are important to service aims and add value to the professional work of the Authority's staff (for example the All Parks Ranger Group or Heads of Planning Group). The service plan template will be amended to ensure that it incorporates an assessment of the continuing value of these partnerships.

2.4 **C – Intermediate Partnerships or Networks**

Of less direct relevance than the above two, however Authority engagement is required, at a 'watching brief' level. Examples include Moretonhampstead Partnership Committee, Devon Rural Renaissance Programme and the South West Uplands Federation. As a result of a recent review of ANPA, SMT has concluded that, at present, this association falls within this category, where although a financial contribution will still be maintained, the level of engagement should be monitored closely.

2.5 **D – Disengage – Of no value or relevance to the work of the Authority**

These are essentially projects and partnership activity that have an imminent end date or have already ceased or those that have outlived their purpose or been overtaken by events and changing situations. Examples include Ancient Woodlands Project (project coming to a close), Operation Wader and Duchy College. SMT has identified 12 such partnerships.

3 Monitoring of Partnerships

3.1 As set out in the report to the Audit and Governance Committee in August, it should be noted that this review has introduced an objective and regular assessment of the effectiveness and relevance of the partnership (including legal and governance arrangements) and joint working arrangements of the Authority. This will involve an annual assessment of all current partnerships undertaken by Service Heads as part of the process of Service Planning and the current template for each Service Plan will be amended to include this information for the partnerships relevant to each service area (see above). This process will inform the annual appointment of Members to partnerships and external joint working bodies at the Annual Meeting to ensure the correct decisions are made regarding resources allocated to partnership working in terms of both financial input and officer and member time.

- 3.2 The outputs from this comprehensive review will form an important evidence base in terms of how the Authority actively manages and monitors its partnership and collaborative working arrangements. As well as helping to prioritise resources and optimise results, the work will demonstrate sound working practices and will be important in future external review processes. The Authority's approach to partnership working can be summarised as:

DNPA will enter into partnership and collaborative working with one or more agencies when this way of working will produce more cost effective and improved delivery of the priorities of the current corporate plan, the goals and ambitions of the National Park Management Plan and wider National Park purposes. The effectiveness of each partnership will be assessed on an annual basis to influence decision making on resource allocation and the level of engagement with partners.

4 Member Engagement with Key Partnerships

- 4.1 The review has highlighted the potential to improve Member engagement with key partnerships through better briefings and feedback on discussion and outcomes. Processes will be put in place to ensure this happens. We will also take a report to Authority highlighting opportunities to rationalise Member appointments to certain partnerships (e.g. Dartmoor Commoner's Council and Dartmoor Steering Group).

5 Implications for People in under-represented Groups

None

CHRIS FRANCE

Attachments: Appendix 1 – Strategic Partnerships

Partnership	Direct Financial Implications (p.a)	Comment
ENPAA	£18 950 – annual membership fee	Identified as operating very well, with effective lobbying and influential results for the wider NP movement
Natural England		Formal Joint Agreement Plan prepared though still need for improvement in working, included in risk register
Devon Strategic Partnership		Identified need for greater NPA involvement as important mechanism for delivering NPMP goals through relevant LAA priorities. Involvement statutory
Dartmoor Steering Group		Important forum which meets annually and currently has 3 Members of the NPA. It is suggested 1 Member should sit on the Group subject to voting rights
Duchy of Cornwall		Key landowning interest which is significant across the NPAs functions
Forestry Commission		Key partner in terms of implementation of DNP Woodland Strategy and NPMP goals
Dartmoor Partnership	£5000	Important new formal partnership combining tourism providers, farmers, local producers and other trade businesses across Dartmoor. Member input important – 1 Member Rep
Dartmoor for All		Supports social inclusion agenda. Member input important – (1 Rep)
Devon County Council – PROW Service Level Agreement and operational cooperation with public transport	(£45 000) Service Level Agreement	Contribution received from DCC towards cost of DNPA responsibility for PROW. This is currently being re-negotiated as a result of the ranger service review
Devon Strategic Housing Forum		Important strategic collaboration drawing together all housing authorities within the NP, responsible for preparation of joint strategic housing land availability assessments
Advisory Committee on housing for local needs in DNP		DNPA initiative to ensure delivery of affordable housing within Dartmoor by coordinating the planning functions of the NPA with the housing functions of other bodies. 3 Member reps
South Hams LSP	£1000 – annual grant towards core costs	Identified need for increased officer involvement at more senior level. Agreement needed on increased engagement and more effective reporting back to Authority. Important in terms of Key Lines of Enquiry in next NPAPA Review
Teignbridge LSP	£3000 - annual grant towards core costs	Identified need for increased officer involvement at more senior level. Agreement needed on increased engagement and more effective reporting back to Authority. Important in terms of Key Lines of Enquiry in next NPAPA Review

West Devon LSP	£3000 - annual grant towards core costs	Identified need for increased officer involvement at more senior level. Agreement needed on increased engagement and more effective reporting back to Authority. Important in terms of Key Lines of Enquiry in next NPAPA Review
Community Council for Devon	£3500 - annual grant towards core costs	Need for close working with CCD as it contributes towards many of the NPAs Economic and social well being aims. Currently one Member attends the AGM..
Devon Rural Housing Enabler	£4000 - annual grant towards core costs	Key partnership in terms of delivery of affordable housing for local needs within the NP, helping to meet housing target in statutory development plan
Devon Rural Network	£1000 - annual grant towards core costs	Joint lobbying and networking benefits : eg, post office closure response
Joint Improvement Group		An important working collaboration between all English and Welsh NPs to improve and operate consistently. Significant in terms of next round of Performance Assessment
NPA e-Government Group	£7000 – payment to Portal	All Parks National Park Portal
Dartmoor Climate Change Partnership		Key partnership in delivering NPMP climate change goals and actions at local community level
Historic Environment Field Advisor	(£12 500) - English Heritage contribution towards joint funded post (total cost £38 000)	
Monument Management Scheme	£10 000	Operational budget to secure conservation of nationally important monuments across Dartmoor – implemented by HEFA
Local Management Agreement – 3 key archaeological sites	£2 500	Operational Cooperation with English Heritage and Duchy of Cornwall to bring three nationally important archaeological sites into active management
Action for Wildlife Project	£30 000 (Project Officer)	Long running biodiversity project covering Dartmoor in collaboration with Duchy, Environment Agency and Natural England.
Community Information and Tourist Information Centres Network	£15 000	Reviewing financial contribution in light of information network review
Dartmoor Commoners Council		Currently has two Member Reps and it is suggested that this be reduced to one with a substitute in the light of the new joint meeting set up which includes Members of the NPA, Chair of Commoners Council and Representatives from the four quarters
Dartmoor Moorland Fire Liaison Group		
Dartmoor Access Forum		
South West Protected Landscape Forum	£7485	Currently clarifying contractual relationship to reduce DNPA liability as host employer
CNP		

SWERDA		Identified need to increase engagement – both in relation to funding opportunities and importance of SWERDA in Sub-National Review
GOSW		Identified need to improve liaison arrangements
South West Regional Assembly	£4500	Need to increase engagement to further DNP profile at Regional Level and ensure NP interests are safeguarded in Sub-National Review
Greater Dartmoor Local Enterprise Action Forum	£3000	Important rural regeneration initiative based on the National Park and surrounding area of influence. £1.8m of Defra/European funding available over five year programme. Local Action Group chaired by DNPA Member
Meldon Viaduct Company		It is considered that this is not a key strategic partnership and Member involvement is not required. An officer watching brief is suggested.