

Exmoor National Park Authority

Corporate Plan 2026-2030 &
Actions for 2026-2027



July 2026

Contents

Introduction3

Background4

 Exmoor National Park profile4

 Exmoor’s special qualities4

How we work5

 Our Values5

 New ways of working5

Monitoring the Plan6

Actions for 2026-276

 Our priorities6

 Actions to Support Delivery of the National Park Management Plan:

A A nature-rich landscape7

B A net zero National Park, mitigating and adapting to climate change9

C Healthy natural resources10

D A cared for landscape and heritage11

E A welcoming place for all, that people feel connected to, improving their health and well-being13

F A great place for people to live, work and do business15

A highly performing organisation16

ENPA Service Delivery17

 Natural Environment17

 Access & Recreation17

 Outreach, Learning & Engagement17

 National Park Centres18

 Communications18

 Planning18

 Rural Enterprise18

 Estate and Facilities19

 Corporate & Governance19

Use of our Resources20

 Medium Term Financial Plan21

Introduction

Exmoor National Park Authority's role is to further National Park purposes:

- to conserve and enhance natural beauty, wildlife and cultural heritage; and
- to promote opportunities for people to understand and enjoy its special qualities.

In pursuing these purposes, it has a duty to seek to foster the economic and social well-being of local communities within the National Park, working closely with partners including the Local Authorities.

In 2025, the Authority adopted an ambitious new five-year National Park Management Plan, which sets out how these statutory purposes will be delivered: helping Exmoor to be greener, wilder and more accessible to all; and a home to thriving communities. It includes bold ambitions for nature recovery; for positive action to mitigate and adapt to climate change; to improve the quality of our natural resources; to care for the landscape and heritage; and to ensure that Exmoor is a welcoming place for all; as well as a great place for people to live, work, and do business.

This Corporate Plan sets out how the Authority will lead delivery of the new National Park Management Plan 2025-2030. It also explains the Authority's corporate values, services and resources, recognising that delivering the ambitions and targets of the Management Plan will be challenging and require clear priorities, new ways of working, and innovation in both how we secure funding for delivery, and how we operate. In particular, it signals a refocus around capital programmes to deliver Government priorities for nature, climate, heritage and access set out in the Environment Improvement Plan and Protected Landscapes Targets and Outcomes Framework. These priorities will be pursued alongside continued delivery of high quality services including management of the rights of way and access network, outreach and education, planning, rural enterprise, and support for visitors and land managers.

Exmoor National Park Management Plan

Vision

Exmoor National Park is a beautiful landscape, leading the response to climate change and nature recovery. It is a place where nature can thrive, that's proud of its cultural heritage, welcoming to all who seek out inspiration and adventure, and where people can connect with this special landscape. It is home to thriving local communities, with a low carbon local economy benefitting from Exmoor's natural and cultural capital.

Objectives

A nature-rich landscape: Ambitious targets for enhancing, extending, and connecting wildlife habitats to support a greater abundance and diversity of species, contributing to 30 by 30.

A net zero National Park: Mitigating and adapting to climate change, reducing greenhouse gas emissions, and increasing carbon sequestration through peatland restoration and temperate rainforest creation.

Healthy natural resources: Ensuring Exmoor's soils, air, and water resources are healthy and resilient, supporting naturally functioning ecosystems.

A cared-for landscape and heritage: Conserving and enhancing the natural beauty, tranquillity, openness, wildness, and dark night skies of Exmoor, as well as its rich historic environment and cultural heritage.

A welcoming place for all: Improving accessibility and engagement with Exmoor's special qualities for a broader range of people, enhancing health and well-being; providing well-maintained recreation and access infrastructure; and promoting regenerative tourism.

A great place for people to live, work, and do business: Supporting sustainable communities and a low carbon economy, providing opportunities, skills, and employment.

Place-based delivery: Detailed strategies for managing Exmoor's moorland and farmland; woodland and trees; wetlands rivers and streams; and coast, ensuring integrated and sustainable management and expanding nature friendly farming.

Background

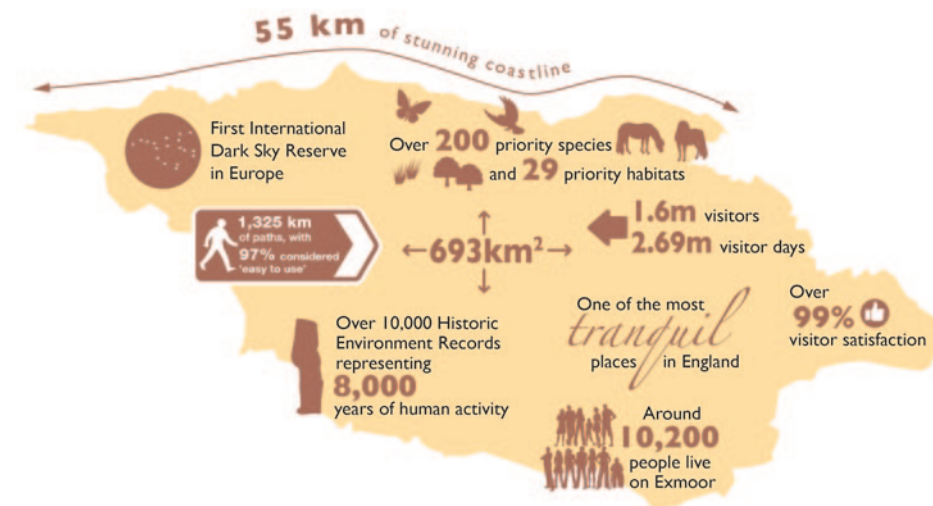
Exmoor was designated as a National Park in 1954 for its:

‘spectacular coastline, fine heather, bracken and grass moorland, beautiful, wooded valleys, antiquities in great profusion... including stone circles, barrows, hut circles as well as earthworks... notable wildlife... and is first rate country for motoring, and for walking and riding’

Exmoor is one of 15 National Parks in the UK, the ‘nation’s breathing spaces’.



Exmoor National Park profile



Special qualities



How we work

ENPA is led by a Board of 22 Members who have responsibility for setting the strategic direction of the Authority and ensuring we achieve our objectives through effective use of our resources:

- 12 are appointed by the Unitary, County and District Councils with land within the National Park
- 5 are nominated by and elected from the Parish and Town Councils within the National Park
- 5 are appointed by the Secretary of State for Environment, Food and Rural Affairs

Members consider priorities and make decisions relating to our role as a National Park Authority, including determining planning applications for development on Exmoor. Authority Board meetings and the Planning Committee are public meetings that anyone can attend.

We employ a team of around 80 staff which includes a range of core roles, project and seasonal staff. Our knowledgeable and dedicated staff team are a key resource in ensuring we deliver this Corporate Plan.

The Authority's Organisational Development Strategy sets out a vision to build a strong corporate culture with committed and motivated staff delivering high quality services, exciting projects, and partnerships, fulfilling National Park purposes.

Our Values

A new set of corporate values was developed in 2025 to reflect the changing culture and context within which we operate. These values guide the work of the Authority in championing the National Park, being ambitious in what we seek to achieve, working collaboratively across the organisation and externally, being welcoming to all, and making a difference to the National Park through operating in an environmentally friendly manner and influencing and

encouraging others. Embedding these values in all we do is central to enabling us to be a highly performing organisation, delivering high quality services, with effective governance to ensure that the Authority is well run, provides value for money, and meets statutory requirements.



New ways of working

Much of what we do would not be possible without our partners, local communities, interest groups and volunteers. We are committed to working closely with others to deliver National Park purposes and protect the special qualities of Exmoor. Working with partners and sharing services not only helps us make the best use of our resources but also benefits all parties through shared learning and understanding. As part of the new National Park Management Plan we are refreshing our partnership groups and will continue to develop close working relationships with our partners and provide opportunities for people to get involved in the delivery of our plans.

Monitoring the Plan

Progress against the actions in the Corporate Plan and the service delivery performance indicators is reported annually to the Authority at the AGM in June. A 6 month update on progress is also reported in December.

Progress against the delivery of the National Park Management Plan will also be reported on. A monitoring framework has been developed setting out the indicators and baseline data that will be used to track progress towards the Plan targets.

Actions for 2026-27

ENPA's focus is to lead delivery of the National Park Management Plan targets and outcomes, alongside ongoing delivery of high-quality National Park services.

Our priorities

1. Complete delivery plans for the National Park Management Plan aims by Dec 2026, and report on progress
2. Develop a programme of projects funded by CDEL and RDEL 2026-27 and manage the overall programme
3. Submit plans for the Reviving Exmoor's Heartlands Landscape Recovery Scheme and progress through assurance and negotiation phases
4. Deliver Exmoor Pioneers programme for 2026-27
5. Relaunch the Farming in Protected Landscapes scheme, review delivery over previous 5 years, and deliver funding programme for 2026-27
6. Progress plans for Driver including renovation of the farmhouse and west barn
7. Undertake feasibility studies for remodelling of modern buildings at Pinkery
8. Develop plans for Exmoor House renovation
9. If approved, prepare for and begin delivery of the Holnicote Riverlands Landscape Recovery Scheme on ENPA Estate,

Actions to Support Delivery of National Park Management Plan Objectives and Targets

The sections below set out how ENPA will work with partners to deliver the National Park Management Plan objectives and targets.

Targets in bold 🇬🇧 relate to the national Protected Landscapes Targets and Outcomes **Framework Protected Landscapes Targets and Outcomes Framework - GOV.UK (www.gov.uk) (PLTOF)**



Aim A

A nature-rich landscape

Exmoor National Park Management Plan Targets and Measures:

- A1 By 2030, at least 50% of the National Park is protected and managed for nature, contributing to national 30 by 30 targets
- A2  Create or restore an additional 4,500ha of wildlife-rich habitat¹ outside of protected sites by 2030, and 6,500ha by 2042 [breakdown of this figure covered in other sections – includes species rich grassland, woodland/wood pasture; peatland; hedgerows; wooded corridors]
- A3  Bring 80% of SSSIs within Protected Landscapes into favourable condition by 2042 and ensure 60% of SSSIs have 'actions on track' to achieve favourable condition by 31 January 2028
- A4  Continue favourable management of all existing priority habitat already in favourable condition outside of SSSIs (from a 2022 baseline) and increasing to include all newly restored or created habitat through agri-environment schemes by 2042
- A5  By 2030, nature-friendly farming is practised on 50% of enclosed farmland (11,780ha or 17% of the National Park), where land is managed working with nature as part of a sustainable farm business

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ENPA Actions 2026-27

Actions	NPMP targets
10. Work with landowners to promote voluntary sign up to 30 by 30	A1
11. Work with Natural England, National Trust, and Porlock Manor Estate to develop a super National Nature Reserve around Horner, Hawkcombe and Porlock Manor	A1
12. Create new and enhanced wildlife rich habitat outside SSSIs through:	A2, B2
12.1. Working with partners and landowners to deliver Defra's wildlife rich habitat funding 2026-27	
12.2. Ongoing creation of wildlife rich habitat on ENPA's Estate through Countryside Stewardship	
12.3. Working with landowners across the National Park to create and enhance species rich grassland through the Sowing the Seeds Project. Target for 2026-27: restore 100ha and continue to support 480ha of meadows already under restoration	G1.11
12.4. Supporting landowners to create or enhance wildlife rich habitat through Farming in Protected Landscapes	
12.5. Working with partners to acquire land to create wildlife rich habitat	
12.6. Assessing all Plantations on Ancient Woodland Sites (PAWS) in the ENPA Woodland Estate (37.4 ha) and completing restoration plans	
12.7. Work with forestry owners to identify and assess privately owned PAWS with a view to preparing restoration plans. Target: 10% of privately owned PAWS assessed	

¹ This target includes actions to establish wildlife-rich habitat on land or water where such habitat is currently absent, outside existing protected sites such as Sites of Special Scientific Interest. Environment Act Habitat Target - Definitions and Descriptions - TIN219

Targets and Measures (continued):

- A6 By 2030, there are 7,000 hectares (10% of the National Park) of wilder 'nature recovery opportunity areas' where nature and natural processes are allowed to take their course
- A7 Increase the populations of, and areas colonised by, species identified as priorities for Exmoor including threatened species
- A8 Develop and deliver species translocation programmes to bring back and boost native species, enhancing the diversity and richness of Exmoor's wildlife
- A9 Reduce and control invasive non-native species particularly where they are impacting on the condition of designated wildlife sites
- A10 Increase awareness and action among volunteers, residents and businesses to create more wildlife-friendly environments including in gardens, villages and towns

Actions	NPMP targets
13. Work with Natural England and landowners to bring SSSIs into favourable condition and ensure actions are on track to deliver this through: 13.1. Working with Natural England to undertake condition assessments for the North Exmoor SSSI 13.2. Managing ENPA in-hand land and working with tenants to support positive management of SSSIs on ENPA land 13.3. Work with Natural England and landowners to understand and address pressures on SSSIs to improve condition	A3
14. Review and update the ENPA Woodland Estate Strategy, prepare a new Estate 10 year woodland plan (Forestry Commission compliant) and review and revise individual woodland plans including Tarr Steps and Hawkcombe Wood National Nature Reserve (NNR) for Natural England compliance	A3 G2.4 G2.8
15. Work with partners to explore potential to support owners to enhance Ancient Semi-Natural Woodlands as wildlife rich habitats	A4
16. Continue management of Exmoor pony herds and support their role in conservation grazing on ENPA Estate and for Sowing the Seeds project meadow restoration	A3, A4, G1.4
17. Support farmers and landowners to adopt nature friendly farming practices through Farming in Protected Landscapes	A5
18. Work with partners to support species reintroduction projects including on ENPA land including scoping a species recovery strategy	A8
19. Work with partners to deliver Exmoor Non-Native Invasive Species control programme for 2026-27	A9



AIM B

A net zero National Park, mitigating and adapting to climate change

Exmoor National Park Management Plan Targets and Measures:

- B1**  Exmoor National Park is net zero by 2038, leading the response to climate change and delivery of national net zero targets
- B2**  Restore 800 ha of deep peat by 2030, and 80% of Exmoor's deep peat by 2050
- B3**  Increase tree canopy and woodland cover (combined) by 3% of the total area of the National Park (2,080 ha) by 2030, and 10% (6,920 ha) by 2050, to benefit nature and people, ensuring the right trees in the right place
- B4** Produce a climate change risk assessment and adaptation plan for Exmoor National Park by 2026 and integrate climate adaptation into all actions and activity
- B5** Encourage individuals, communities and businesses to take action to reduce greenhouse gas emissions and adapt to climate change

ENPA Actions 2026-27

Actions	NPMP targets
20. Work with the Devon and Somerset Climate Partnerships to support actions to reduce emissions, and with the UK National Parks Climate Change group to monitor progress towards the National Park net zero trajectory	B1
21. Continue our ambitious programme of restoring peatlands, bogs, wetland and valley mires through: 21.1. Working with volunteers to deliver peatland, wetland and valley mire restoration on ENPA's Estate through Exmoor Pioneers 21.2. Working with landowners and ENPA tenants to identify opportunities for peatland restoration and wetland creation through the Reviving Exmoor's Heartlands Landscape Recovery Scheme for submission in 2026	B2
22. Working with Forestry Commission and partners to support landowners to increase tree canopy and woodland cover across the National Park through: 22.1. Producing a Woodland Strategy and visualisations to support engagement and understanding, funded by Estee Lauder 22.2. Continuing to develop and expand capacity of the ENPA Tree Nursery, working with volunteers to grow tree stocks for expanding woodland and tree cover on the ENPA Estate 22.3. Develop a 'Moor Trees for Exmoor' outreach project to support small scale community and voluntary conservation projects 22.4. Work with Plastic Free Exmoor to develop a plastic tree tube recycling scheme, promote chemical-free alternatives and promote sustainable planting and trees growing methods	B3
23. Work with partners to develop a Climate Adaptation Plan for the National Park	B4, D9
24. Pilot climate adaptive plans for the ENPA Estate	B4, D9
25. Continue to implement our organisational Climate Emergency Action Plan to ensure that ENPA is carbon neutral by 2030	B5



AIM C Healthy natural resources

Exmoor National Park Management Plan Targets and Measures:

- C1 75% of Exmoor's monitored rivers, waterbodies and coastal or transitional bodies achieve 'high' or 'good' ecological status (in line with national goals)
- C2 Improve water quality (ecological and chemical) by reducing pollution and sedimentation from agriculture and wastewater treatment in line with national goals
- C3 Increase natural flood management and nature-based solutions to slow the flow, increase water infiltration and storage and reduce flood risk, water stress and drought and to ensure there is sufficient water and flows for nature
- C4 Reduce air pollution (from nitrogen and ammonia) to deliver necessary improvements in air quality within the National Park to achieve the conservation objectives for statutorily designated sites
- C5 Improve soil health through good soil management practices in line with national targets, reduce compaction and increase water retention capacity, protect and improve soil ecosystem services (soil carbon, biodiversity, food production and flood mitigation) and increase resilience to extreme weather impacts

ENPA Actions 2026-27

Actions	NPMP targets
26. Support farmers and landowners to improve soil health, increase natural flood management, and implement measures to improve water and air quality through the Farming in Protected Landscapes scheme and other mechanisms	C1-5
27. Work with partners, landowners and riparian owners to improve understanding of the pressures leading to poor water quality, with a specific focus on chemicals from pet treatments. Seek funding to undertake monitoring	C1, C2
28. Implement natural flood management measures on ENPA land including as part of Exmoor Pioneers	C3
29. Publish the Exmoor National Park Air Quality Management Strategy and work with partners to identify measures for implementation. Complete year 1 of the local air quality monitoring	C4
30. Work with Natural England to explore opportunities for a partnership Catchment Sensitive Farming officer on Exmoor	C1-5



AIM D

A cared for landscape and heritage

Exmoor National Park Management Plan Targets and Measures:

- D1 Ensure development and land-use change recognises landscape character and enhances natural beauty including impacts on the setting of and views from the National Park
- D2 Conserve and enhance landscape character through management of characteristic features including hedgerbanks, hay meadows, stone walls, traditional farm buildings, orchards, ponds, leats and gutter systems
- D3 Reduce light pollution across the whole National Park Dark Sky reserve to conserve and enhance the quality of the night sky
- D4  **Reduce the number of nationally and locally designated heritage assets at risk**
- D5 Improve the protection of heritage assets by designating new national heritage assets (listed buildings and Scheduled Monuments) by 2030 and increasing the local list of heritage assets by 25% by 2030
- D6 Promote engagement with Exmoor's historic environment through the Historic Environment Record and increase the number of records accessed by 5% by 2030 (from a 2024 baseline)
- D7 Protect the character of Conservation Areas and promote positive management, ensuring all Conservation Areas have up to date appraisals and management plans

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ENPA Actions 2026-27

Actions	NPMP targets
31. Progress undergrounding schemes in the current round at Trentishoe, Wilsham, and Porlock Marsh, and identify additional schemes to be assessed including at Countisbury	D1
32. Finalise and adopt a Design Planning Document to encourage high quality, locally distinctive design	D1
33. Continue to restore Ashcombe gardens, working with volunteers and local contractors	D2
34. Continue the restoration of Ashley Combe designed landscape, working with volunteers and local contractors	D2
35. Support the conservation and management of characteristic landscape and heritage features through the Farming in Protected Landscape scheme	D2, D8
36. Support local lighting schemes to reduce light pollution and enhance the Dark Skies Reserve	D3
37. Establish heritage at risk project including working with Historic England to increase the designation and management of nationally significant sites	D4-5
38. Work with Forestry Commission to progress a bid to National Heritage Lottery Fund for a programme focused on heritage and engagement within ENPA woodlands and FC owned forests on Exmoor (as part of a national programme).	D6

Targets and Measures (continued):

- D8 Conserve and enhance historic streetscapes and rural roads through maintenance and repairs to historic fabric including bridges, walls and paving, and reduction of unnecessary highway clutter, lighting, and road markings
- D9 Improve understanding of the impacts of climate change on heritage assets and support adaptation and resilience measures which balance carbon reduction and energy saving with the conservation of their significance

Actions

NPMP targets

- 39. Deliver the heritage strand of the Exmoor Pioneer's Programme:
 - 39.1. Begin implementation of a Monument Management Scheme (supported by Historic England) to protect 26 individual heritage assets through Exmoor Pioneers
 - 39.2. Work with volunteers to explore and document farming heritage (beginning with two farmsteads in 2026), through Exmoor Pioneers
 - 39.3. Work with volunteers to discover new archaeological features through the Living Landscapes lidar project within Exmoor Pioneers
- 40. Work with local communities to identify and add heritage assets to the Local list
- 41. Enhance engagement with the Historic Environment Record to increase awareness of Exmoor's history and engage communities and visitors in active interpretation and conservation
- 42. Update Conservation Area Appraisals and finalise management plans. Target for 2026-27 is four Conservation Areas

D4, D6

D5

D6

D7



AIM E

A welcoming place for all, that people feel connected to, improving their health & well-being

Exmoor National Park Management Plan Targets and Measures:

- E1**  **Improve and promote accessibility to the National Park and engagement with Exmoor's special qualities for all**
- E2** By 2030 at least 50% of engagement with schools is with those schools that have above the south-west average of children eligible for free school meals or pupil premium.
- E3** Increase the number of days people volunteer to take action for nature and heritage by 10% by 2030 – with 15% of total hours delivered by young people under 25
- E4** Provide a night under the stars for 6,000 children, between 2025-2030
- E5** Deliver and develop a Young Rangers programme that supports young people to engage with Exmoor and develop skills and confidence through volunteering
- E6** Take positive action to support and enable people from a wider range of backgrounds to access and enjoy Exmoor

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ENPA Actions 2026-27

Actions	NPMP targets
43. Deliver Active Travel England Phase 2 project to design and plan at least one scheme to bid-ready stage (by Oct 2027) and further develop other schemes and the Exmoor Active Travel Plan	E1, E11, E12
44. Deliver the Removing Barriers Programme for accessibility improvements across public access and recreational facilities	E1, E11
45. Continue working towards the target of delivering 50% of ENPA's engagement with schools that have above the south-west average of children eligible for free school meals or pupil premium	E2
46. Develop the Youth Board	E3
47. Deliver a range of volunteering and engagement activities, including through Exmoor Pioneers audience engagement plan	E3, E6
48. Deliver residential stays at Pinkery and work with partners to encourage and enable young people to spend a night under the stars on Exmoor	E4, E6
49. Deliver and develop Young Rangers programme, including residential stays and upskill days	E5
50. Provide opportunities for people to access the health and well-being benefits of connection with Exmoor's nature through Welcome to Exmoor days, and working with GP surgeries to provide nature-based activities for patients via the Nature Prescriptions initiative. Target audiences for 2026: older people facing social isolation, young families from low income backgrounds, and young people experiencing life challenges	E6, E7, E8

Targets and Measures (continued):

- E7 Strengthen partnerships with health professionals and communities to promote and enable more people to access the health benefits of connection with Exmoor's nature
- E8 Increase the diversity of visitors to Exmoor
- E9 Promote engagement with Exmoor's natural and cultural heritage through art
- E10 At least 80% of Exmoor's public rights of way are assessed as 'open and easy to use'
- E11 Improve the public access network by delivering enhancements to cycling, riding and walking opportunities and improving accessibility
- E12 Increase opportunities for green travel and active travel to and within the National Park
- E13 Work with local tourism partners and businesses to promote regenerative tourism principles contributing in a positive way to Exmoor's special qualities
- E14 Ensure that visitor satisfaction figures remain high (at least 97% consider their experience to be good or very good)

Actions**NPMP targets**

- 51. Work with under-represented groups through the Exmoor Pioneers programme. **Target audiences for 2026: people from Black and minoritised ethnic backgrounds (including refugees and displaced people) and young people with disabilities**
- 52. Explore opportunities to fund and deliver a follow on to the Landscapes through Art engagement project
- 53. Maintain a safe rights of way and access network with resources focused on the most popular routes to ensure the majority of users enjoy a high-quality experience. Ensure that any works help to make the network more resilient to climate change and to meet the needs of all users. **Target: open and easy to use score above 80%**
- 54. Undertake further preparatory work needed to replace Hinds Pitt Bridge on the Tarr Steps Circuit
- 55. Work with partners including Visit Exmoor, the Exmoor Tourism Network and the Somerset / Devon Local Visitor Economy Partnerships to deliver ambitions outlined in the shared Good Tourism Plan for Exmoor.
- 56. Development of a 'Pay with care' scheme to reward visitors for positive actions.
- 57. Deliver the Exmoor Dark Skies and Exmoor Nature Festivals.
- 58. Produce a series of films highlighting the collection of Exmoor Classic walks.
- 59. Assist with visitor management in the National Park (including popular locations and large events) to ensure that visitors are able to enjoy Exmoor responsibly and sustainably
- 60. Continue to maximise National Park Centres' contribution to National Park purposes with a focus on developing their role as hubs for events and activities alongside interpretation and high-quality retail linked to Exmoor's special qualities.

E8**E9****E10****E1, E10, E11****E12, E13****E12, E13****A10, D3****E14****E14****E14**



AIM F

A great place for people to live, work and do business

Exmoor National Park Management Plan Targets and Measures:

- F1 Promote and develop skills to support delivery of National Park purposes via internships, apprenticeships and placements and deliver 20 opportunities for these by 2030
- F2 Promote local, sustainable supply chains and buying local to support Exmoor's businesses and create and retain community wealth
- F3 Support the housing needs of local communities and increase the number of affordable homes (conversions and new build) available
- F4 Support the sustainability of settlements and needs of local communities, businesses and visitors through safeguarding and maintaining access to community services and facilities
- F5 Support a sustainable and low carbon economy

ENPA Actions 2026-27

Actions	NPMP targets
61. Deliver a skills and training programme via Exmoor Pioneers, including working with Somerset Council to host a number of supported internships for young people with SEND, providing trainee positions within ENPA and other Exmoor employers, and working with local schools and Somerset and Devon Careers Hubs to deliver a programme of high quality careers education. Targets for 2026-27: 4 ENPA supported interns; 3 new trainee positions	F1
62. Prepare for review of the Exmoor National Park Local Plan Target for 2026: publish Notice to Commence Plan-making by 31 Dec 2026	F3, F4, F5
63. Work with partners to support increased use and promotion of local produce including further roll out of Eat Exmoor branding	F2
64. Support businesses and partners to deliver the Rural Enterprise Exmoor (REE) Vision, including publication of revised edition of the REE business toolkits and ongoing promotion of the REE directory	F1-F5

A highly performing organisation

ENPA strives to be a highly performing organisation, delivering National Park purposes and high quality services. Service delivery targets and performance measures are set out in the ENPA and Service Delivery section of the Plan. Alongside these, are a number of actions that will be undertaken in 2026-27 to ensure continued delivery and innovation.

ENPA Actions 2026-27

Actions

65. Continue to manage ENPA land and property to deliver National Park purposes and generate income. Update tenancies and licences including if the two Landscape Recovery Scheme bids are successful
66. Carry out condition surveys, establish an asset management system, and produce a 5-year maintenance plan for ENPA's Estate to ensure ENPA's buildings and facilities are maintained and in good condition
67. Develop a set of best practice principles for ENPA's Estate, to ensure sustainable design, procurement and management of ENPA's land and buildings. Produce a specific manual for Driver and for other key properties as required
68. Produce an ecological monitoring system and survey plan for ENPA estate
69. Work with partners and the Equity, Diversity and Inclusion group to take positive action to support the Authority's commitment to Equity, Diversity, and Inclusion
70. Continue to deliver ENPA's Organisational Development Strategy, review and update
71. Review the ICT Strategy and update
72. Commission new imagery and video to support ongoing communications work and National Parks UK brand rollout
73. Implement ENPA Income Generation Strategy including updating project pipeline, and completion of summary business plans for key income areas
74. Grow and diversify CareMoor for Exmoor to increase income, engagement and support from visitors, businesses and local communities, including completion of a revised CareMoor Strategy and co-promotion of three themed awareness days in conjunction with local businesses. **Target 5% growth in CareMoor income**

ENPA Service Delivery

As well as leading on projects and programmes, Exmoor National Park Authority (ENPA) delivers services for visitors, local communities and land managers to help further the purposes of the National Park.

Natural Environment

We deliver advice and develop projects to conserve and enhance Exmoor's landscape, wildlife and cultural heritage, working with farmers, woodland owners, game shoot managers, conservation organisations, the local community and the general public.

We measure our performance by:

- % SSSI land in favourable and unfavourable but recovering condition in the National Park
- % identified sites treated for invasive species
- Number and % of listed buildings and scheduled monuments at risk & number conserved
- % of Conservation Areas with up-to-date appraisals

Access & Recreation

We manage our rights of way and access network to encourage and enable access to the National Park, and manage recreational pressure. ENPA has devolved responsibility from Devon and Somerset Councils for maintenance of our 1,000km of public rights of way. We also have statutory responsibility for the 18,000ha of access land on Exmoor, and maintain many permitted paths alongside improvement works, and care for promoted routes and other work to help everyone enjoy Exmoor.

We measure our performance by:

- % of rights of way open and easy to use (target 80%)
- % reported network faults resolved within 3 months (target 80%)

- Total number of major works completed
- Number of legal orders made (e.g. path diversions and temporary closures)
- Public satisfaction with the rights of way network (from Visitor Surveys completed every 2-3 years)
- Number of consultations relating to recreational events

Outreach, Learning & Engagement

We provide formal and informal education, training, volunteer opportunities and greater involvement of new audiences, including health and wellbeing initiatives. This includes our Pinkery Outdoor Education Centre providing residential experiences for schools, and also for hire for private groups, we are the only National Park to offer this service. We provide a wide range of educational day visits as well as outreach work within and beyond the National Park.

We measure our performance by:

- Occupancy levels and number of users at Pinkery Outdoor Education Centre
- Number of Engagement Days (number of young people x amount of engagement) for Residential Stays, Day visits and Outreach.
- Number of volunteers and volunteer days
- Number of volunteer days attended by 'under-represented groups'
- % of schools
- % of volunteer days delivered by younger (25 and under) people
- Number of people attending events to promote understanding of the National Park
- Number of people actively supported to visit Exmoor through targeted support or intervention (for example transport)

National Park Centres

We run three Centres in Lynmouth, Dulverton and Dunster providing inspiration and information about Exmoor National Park, with interpretive displays, maps, publications and staff with specialist knowledge about the area.

We measure our performance by:

- Number of visitors to National Park Centres
- Net income from National Park Centres and online shop and profit margins
- Spend per visitor in National Park Centres
- Retail Conversion Rate (% visitors spending) and Average Transaction Value
- Average score of customer service reviews (drawn from online reviews and customer feedback surveys)

Communications

We provide information and interpretation of Exmoor's special qualities through digital and print media, website, social media, display boards.

We measure our performance by:

- Total social media audience (followers across all channels)
- Total website page views and unique users
- Total e-news subscribers (Constant contact)
- Usefulness and quality of publications (from Visitor Surveys completed every 2-3 years)
- Number of press articles and proportion of positive, neutral and negative stories

Planning

ENPA is the local planning authority for the National Park and is responsible for developing and implementing planning policy through the Local Plan, and ensuring that development is of the right scale, directed to appropriate locations and conserves and enhances the character and appearance of the National Park. This includes determining applications for planning permission, listed building consent, tree preservation orders, as well as taking enforcement action against planning breaches.

We measure our performance by:

- % major applications determined within 13 weeks (target 60%)
- % minor and other applications determined within 8 weeks (target 70%)
- % planning approval (all determined applications)
- % applications registered within target time
- Number of appeals successfully defended
- Number of enforcement cases recorded and number resolved

Rural Enterprise

We engage with the business sector, local communities and with local authority economic development services to help sustain a thriving economy on Exmoor, while maximising the opportunity for businesses to contribute to keeping Exmoor special. There is a particular focus on working with tourism partners to ensure that Exmoor is a leading visitor destination and tourism is promoted and managed sustainably for the benefit of all.

We measure our performance by:

- Total value of CareMoor donations (£), broken down by % from: businesses, legacies & large gifts (+£1k), personal donations, events & fundraising
- Number of CareMoor champions
- Number of Park Partners
- Number of REE and Tourism Trade e-news subscribers
- Number of businesses engaged in Rural Enterprise events

Estate and Facilities

ENPA owns 4,586 hectares of land (around 7% of the National Park), comprising mostly open moorland, along with 553 hectares of woodland. The estate also includes a number of buildings, including its head office – Exmoor House, National Park Centres, a field services Depot at Exford, an outdoor education centre at Pinkery, an historic farmstead, other historic assets as well as a number of ancillary properties. Such a large estate is unusual amongst National Park Authorities within the UK, but for a small National Park Authority, it is unique. We manage Authority land for landscape, wildlife, historic environment and recreation benefits, which also provides opportunities to demonstrate best practice and emerging land management techniques. We also maintain and improve Authority owned public facilities including picnic sites, toilets and car parks to provide a positive experience for visitors and locals accessing and enjoying the National Park.

We measure our performance by:

- Condition of SSSIs in ENPA ownership (% in favourable and unfavourable but recovering condition)
- % identified sites in ENPA ownership treated for invasive species
- % of ENPA woodland under appropriate management (with current Forestry Commission approved UK Forestry Standard long-term plan)
- Amount and value of ENPA timber harvested
- Number and % of Scheduled Monuments / Listed Buildings in ENPA ownership at risk and number conserved

Corporate & Governance

The operational running of the organisation is supported through HR, Finance, ICT, GIS, Corporate Planning, Administration and Governance.

We measure our performance by:

- % change in annual GHG emissions from ENPA operations
- Sickness absence levels
- Total number of staff accidents and number reportable to the Health & Safety Executive
- Number of formal complaints received
- % undisputed invoices paid within 30 days
- Average time to respond to ICT help desk queries
- Total amount of external income brought in

Use of our Resources

The Authority is funded primarily by the National Park Grant (NPG) from Defra, alongside income from a range of other sources including the Estate, delivery of services, donations and other grant funding. The financial position has been challenging for several years due to past budget reductions and freezes, and Government has signalled clearly that National Park Authorities should diversify income streams and reduce reliance on NPG. ENPA has therefore reviewed expenditure across the organisation, delivered savings, and produced an Income Generation Strategy to strengthen income generation and external fundraising. As a result, the balance of NPG to other income is now around a 50:50 split. The most recent budget position indicates that ENPA remains financially sustainable in the short term, but continued cost pressures and delivery expectations mean that maintaining this position will rely on tight in-year budget management, maximising income, and securing external funding aligned to our priorities. As with all public bodies, ENPA is required to demonstrate value for money and maintain robust financial governance.

There has also been a significant shift in Government support for National Park Authorities towards capital funding. This provides welcome additional resource, but it also comes with specific rules and processes. Capital budgets are managed within the Departmental Expenditure Limit for capital (CDEL) and must be used for eligible capital works and investment (for example, creating or improving assets on the ground, on ENPA's Estate, or through partner delivery). Accessing and spending CDEL typically requires agreed business cases and programme plans, clear profiling across the financial year, and regular monitoring and reporting to Defra to demonstrate delivery and to support any in-year re-profiling where required. ENPA is therefore refocusing aspects of our operating model around capital programmes and robust project management, to ensure we can commit, deliver and evidence capital investment effectively, while continuing to maintain core services funded through revenue budgets (RDEL). A one-off uplift in RDEL in 2026-27 also provides welcome additional funding to support delivery of the capital programme and wider National Park Management Plan objectives, as well as bolster ongoing service delivery.

Appendix 6

Exmoor National Park Authority
Medium Term Financial Plan 2025/26 - 2029/30

	Revised 2025/26 £'000	Original 2026/27 £'000	Projected 2027/28 £'000	Projected 2028/29 £'000	Projected 2029/30 £'000	Projected 2030/31 £'000
Income						
National Park Grant Income (Defra)	2,968	2,968	2,968	2,968	2,968	2,968
- Fees - planning,	116	116	119	122	125	125
- Fees - car parks	103	103	108	113	118	118
- Interest earned	140	140	120	120	120	120
- Rents	198	198	202	206	210	210
- Grants & Contributions (Including Farming in Protected Landscapes)	2,074					
Contributions		829	832	835	838	841
Grants received from applications		502	505	508	511	514
Grants automatically given (Including Farming in Protected Landscapes)		692	695	698	701	704
- National Park Centre Sales Income	137	137	140	143	146	146
- Rights of Way Income	155	155	155	155	155	155
- Pinkery Trading Income	170	174	179	179	183	184
- Other	49	49	49	49	49	49
Total:	3,142	3,095	3,104	3,128	3,156	3,166
Total Income	6,110	6,063	6,072	6,096	6,124	6,134

Expenditure						
Pay						
Current Establishment (excluding Pinkery)	3,590	3,627	3,700	3,773	3,847	3,847
Pension Costs - Fixed Element	82	80	83	86	89	89
Target Pay Budget	3,672	3,707	3,783	3,859	3,936	3,936
Non-Pay						
Member costs	95	95	96	97	98	98
Premises costs	209	213	216	219	222	222
Insurance	55	55	56	57	58	58
Travel / vehicle costs	82	78	80	82	84	84
Equipment	60	45	46	47	48	48
Contracted work (e.g. project expenditure, audit fees, legal services)	1,370	1,299	1,302	1,305	1,308	1,308
Subscriptions	41	41	41	41	41	41
National Park Centre Cost of Goods Sold	79	79	84	86	88	88
Consumables	48	48	49	50	51	51
ICT Expenditure	75	75	76	77	78	78
Communications	16	16	17	18	19	19
Toilet & car park costs	103	103	104	105	106	106
Pinkery	170	174	179	179	183	184
Total non-pay budget	2,403	2,321	2,346	2,363	2,383	2,385
Total Budget	6,075	6,028	6,129	6,222	6,320	6,321
Programmes, Partnerships & Contributions to Reserves						
Contributions to Reserves	25	25	0	0	0	0
Top Sliced Programmes	10	10	10	10	10	10
Partnership Fund - small grants scheme/ Contingency	0					
Total available Programmes & Partnerships Budget	35	35	10	10	10	10
Total expenditure	6,110	6,063	6,139	6,232	6,330	6,331
Savings yet to be identified	0	0	-67	-136	-206	-197



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