



EXMOOR

NATIONAL PARK

EXMOOR NATIONAL PARK AUTHORITY
EXMOOR HOUSE, DULVERTON
SOMERSET TA22 9HL
TEL: (01398) 323665
FAX: (01398) 323150
E-mail: info@exmoor-nationalpark.gov.uk
www.exmoor-nationalpark.gov.uk

24th October 2025

EXMOOR NATIONAL PARK AUTHORITY

To: All Members of the Exmoor National Park Authority

A meeting of the Exmoor National Park Authority will be held in the **Committee Room, Exmoor House, Dulverton** on **Tuesday, 4th November 2025 at 10.00am.**

The meeting will be open to the press and public subject to the passing of any resolution under s.100(A)(4) of the Local Government Act 1972.

There is Public Speaking at this meeting, when the Chairperson will allow members of the public two minutes each to ask questions, make statements, or present a petition relating to any item relevant to the business of the Authority or relating to any item on the Agenda. Anyone wishing to ask questions should notify the Corporate Support Officer as soon as possible, or at the latest by 4pm on the working day before the meeting of the agenda item on which they wish to speak, indicating a brief summary of the matter or matters to be raised (contact Committees@exmoor-nationalpark.gov.uk).

The meeting will be **recorded**. By entering the Authority's Committee Room and speaking during Public Speaking you are consenting to being recorded. We will make the recording available via our website for members of the public to listen to and/or view, within 72 hours of the meeting taking place.

Members of the public may use forms of social media to report on proceedings at this meeting. Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairperson so that those present may be made aware.

(The agenda and papers for this meeting can be downloaded from the National Park Authority's website www.exmoor-nationalpark.gov.uk).

Sarah Bryan
Chief Executive

As set out above, the Authority welcomes public engagement with its work and believes that everyone attending a meeting of Exmoor National Park Authority or one of its Committees has the right to be treated with respect and to feel safe at all times, including before, during and after the meeting they attend.

The Authority understands that some situations can be difficult and lead to frustration; however, the Authority is committed to promoting an environment where everyone feels listened to and respected and is not subjected to unacceptable behaviour. Further guidance is provided in our Customer Notice, available on our [website](#).

A G E N D A

1. Apologies for Absence

2. Declarations of Interest

Members are asked to declare any interests they may have in relation to items on the agenda for this meeting.

3. Chairperson's Announcements

4. **Minutes** (1) To approve as a correct record the Minutes of the meeting of the Authority held on 7th October 2025 (Item 4).
- (2) To consider any Matters Arising from those Minutes.

5. **Business of Urgency:** To introduce any business which by reason of special circumstances the Chairperson, after consultation with the Chief Executive, is of the opinion should be considered as a matter of urgency and to resolve when such business should be ordered on the Agenda.

6. **Public Speaking:** The Chairperson will allow members of the public to ask questions, make statements, or present a petition. Questions of a general nature relevant to the business of the Authority can be asked under this agenda item. Any questions specific to an agenda item can be posed when that item is considered subject to the discretion of the person presiding at the meeting.

7. **Revised Medium Term Financial Plan 2025/26 to 2029/30 and Revised Budget 2025/26:** To consider the report of the Chief Finance Officer. (Item 7)

8. **Treasury Management Mid-Year Report:** To consider the report of the Chief Finance Officer (Item 8.)

9. **Risk Management:** To consider the report of the Head of Enterprise and Operations. (Item 9)

10. **Exmoor's Good Tourism Plan:** To consider the report of the Head of Enterprise and Operations (Item 10)

11. Personnel Update:

Starters: None

Leavers: **02/11/2025 - Seasonal staff leavers:**
Lee Clarke – Information Advisor (Dunster)
Shelley Trace – Information Advisor (Dulverton)
Lisa Clarke – Information Advisor (Dulverton)
Tracy Brock – Information Advisor (Dulverton)
Connie Ross – Information Advisor (Lynmouth)

12. **Members' Reports:** To receive any updates and reports on meetings or events attended by Members as representatives of Exmoor National Park Authority.

ITEM 4

EXMOOR NATIONAL PARK AUTHORITY

MINUTES of the Meeting of the Exmoor National Park Authority held on Tuesday, 7th October 2025 at 10.00am in the Committee Room, Exmoor House, Dulverton.

PRESENT

Miss A V Davis (Chairperson)

Mr R Milton (Deputy Chairperson)

Mr A Bray	Dr M Kelly
Mr L Baker	Mr M Kravis
Mrs M Chilcott	Mrs F Nicholson
Mr M Ellicott	Mr S J Pugsley
Mr D Elson	Mrs F Smith
Mr W Geen	Mr N Thwaites
Mr J Holtom	Dr S Warren
Mr R Hopley	Miss L. Williams

Apologies for absence were received from Mr T Butt Phillip, Mr J Patrinos and Miss E Stacey

Mr S J Pugsley joined the meeting at 10.10 am

37. DECLARATIONS OF INTEREST: None

38. CHAIRPERSON'S ANNOUNCEMENTS:

- The launch of the Exmoor National Park Management Plan 2025-30 is on 16th October at Lynton Town Hall, Members had been sent an invitation to attend this event.
- Member Christine Lawrence has retired. She will be missed and was thanked for her long contribution to Exmoor National Park Authority.
- Proposed amendment to weaken the duty to further National Park purposes in the Levelling up and Regeneration Act. Members would be briefed following the meeting and were encouraged to add force to reject this concerning new development which will affect Protected Landscapes.

39. MINUTES

- Confirmation:** The **Minutes** of the Authority's meeting held on 2 September 2025 were agreed and signed as a correct record.
- Matters arising:** None.

40. BUSINESS OF URGENCY: None.

41. PUBLIC SPEAKING: There were no public speakers.

42. INCOME GENERATION STRATEGY: The Authority considered the **report** of the Head of Enterprise & Operations.

The Authority's Consideration

Officers presented their report which builds on previous strategy plans. The report highlighted the importance of securing external income in addition to National Park grants, alongside ambitions to increase income in different ways and the associated

risk appetite for this. A summary of progress against the Strategy would be presented to Authority in March 2026 with future reviews presented to Members on an annual basis in line with budget overview.

The strategy brings together a number of Income generation areas including Grants, Corporate Sponsorship, Events, CareMoor, Rights of Way, Estates Strategy, Car Parks and National Park Centre retail income. The strategy outlined plans to prioritise 15-20 areas that could be influenced to increase income potential, looking at increasing efficiencies and filling gaps to ensure financial resilience to get the best returns. Around 50% of our non core National Park Grant income is currently though other public funding such as Farming in Protected Landscapes.

The vision was for the Authority to be enterprising in work, increasing income generation to make meaningful and measurable contributions to our purposes, finding new and innovative ways of working. More direct forms of income sources were needed to encourage enterprising and entrepreneurial opportunities as part of a wider cultural change to rely less on Government grants.

The key objectives were to:

- Secure greater financial resilience through increased income generation activity.
- Deliver a balanced approach to generating new sources of income while delivering against National Park purposes as a public service.
- Develop a more enterprising culture.

These will be delivered in four steps:

- Identification, Consideration, Implementation and Evaluation.

Members welcomed the strategy and raised the following points:

- The Strategy was inline with the 2019 Glover model and report. This recommended local financial planning funding changes to secure medium to long term plans to promote more diverse forms of income sources. The cultural changes to support more enterprising income streams were welcomed as a necessary shift. It was noted that there is still uncertainty on future DEFRA funding as an ongoing national issue.
- CareMoor has potential opportunities for expansion into a membership model which could have a positive impact on the local community and charity sector. There was an option for CareMoor to become a registered charity; however the tax efficiencies and gift aid benefit would have to be off set against the costs of setting up and running a separate legal entity. It was confirmed that the CareMoor webpage showed a breakdown of different projects donors can support. It was noted that there were opportunities for large Corporate giving and Go Fund me pages were useful.
- The National Park UK Foundation could unlock philanthropic donations which would support aims and purposes, and National Parks Partnerships (NPP) are looking to use this more proactively in conjunction with local fundraising efforts. To date the foundation has only been used by NPP to steer corporate giving but there was more potential across all 15 National Parks to ring-fence philanthropic funds for local projects.
- The Exmoor Trust was another fundraising vehicle; however this has slightly different objectives to our own purposes. Officers advised this was an area to explore in future as it shares an overarching vision.

- External Funding Role – Members noted there had previously been a staff member in post which was not replaced, and the potential for more training and support with funding and proposal writing. Officers confirmed this was a fixed term contract that was also involved in the Pioneers Project. Authority staff were doing well to manage and source funding; however a balance was required for resourcing and capacity against long term gain. National Parks England recently reported that low levels of Philanthropic giving was a nationwide issue, members encouraged an increase in this for donations and to focus on emerging markets.
- Members were pleased there had been a cultural change towards enterprising activity and commercial activity whilst recognising that the National Park is a local authority and not a business, income streams should be complementary to its purposes and aims. Officers confirmed that income expenditure would be measured via a mixture of different methods and each would be assessed by a business case. Revenue funding was an ongoing issue, and levels of detail will be explored for capital projects as part of the Organisational Development Strategy. Commercial activity was linked to assets and there could be competition with local businesses and potential for reputational challenges, so local support would be required.
- It was recognised that being reliant on changing yearly Government policy and funding was a high risk, particularly as over 50% of the Authority's core funding was via DEFRA. It was noted there had been a significant Capital Grant this year, but it was uncertain if this would be repeated, as well as challenges to deliver FiPL projects in a short time frame. Officers highlighted that the level of assessing value against risk is increasing, this is challenging and needs to be reconciled for long term planning. This was a nationwide trend and an increasingly difficult way to operate.
- The ability to pursue funding for health and wellbeing was now very difficult given the closure of Public Health England and a lack of funding in the NHS, which were a possible revenue stream previously.
- ENPAs legal responsibility for clearing Rights of Way was raised. Officers would provide a written response.
- Members thanked Officers for the well organised report and strategy and recommended its approval.

RESOLVED: To approve the Proposed Income Generation Strategy for Exmoor National Park Authority.

43. EQUITY, DIVERSITY AND INCLUSION STRATEGY : The Authority considered the report of the Head of Climate, Nature and Communities.

The Authority's Consideration

- The meeting welcomed the Strategy which incorporates the Authority's new set of values (adopted earlier this year) The Strategy was developed with the EDI Oversight Group which includes a selection of staff from across areas of the organisation and Authority Members, they meet 3 times a year and will report annually as part of Corporate reporting.
- The Strategy would build on aspirations to reach out and welcome everyone and demonstrate the Authority's commitment to equity, diversity and inclusion. The Strategy would aim to deliver our priorities in the new National Park Management

Plan (A Plan For Exmoor) improving health and wellbeing, increasing access and enjoyment of the national park and removing barriers that people may face.

- The strategy provided a long-term commitment in a genuine and transparent way and sets out the following information: shared commitment to equity, diversity and inclusion, what we are doing already, what we will strive to achieve, EDI matters and the benefits it brings. The strategic actions we need to take were also set out and we would be looking at actions at team level.
- Officers highlighted some examples of equity in action, including the Young Rangers Programme giving young people opportunities to get involved in our work. A series of walks 'Exmoor Strolls' giving practical understanding on accessibility for those with limited mobility. The Pinkery Outdoor Learning Centre provides visits and residential to schools. Activities have welcomed schools from Bristol as well as local towns such as Ilfracombe. The ability to target deprived areas based on metrics regarding free school meals was discussed. Members were encouraged to contact Officers with ideas of any other groups or organisations that would benefit from inclusion in EDI strategy.
- Members acknowledged the need to embed the strategy across all Authority business. There was great importance in being inclusive and hearing different perspectives, particularly as the resident population of Exmoor was not representative nationally. It was suggested that external monitoring of EDI should be explored.
- The Strategy was welcomed for its realistic approach and was recommended for approval.

RESOLVED: To adopt the Authority's Equity Diversity and Inclusion Strategy

- 44. AUTHORITY MEETINGS SCHEDULE FOR 2026:** The Authority considered the report of the Head of Enterprise and Operations.

Members received this and recommended the schedule to be approved.

RESOLVED: To adopt a schedule of meetings of the Authority and its Committees for 2026.

- 45. PERSONNEL UPDATE:** The Authority noted the recent staff changes.

- 46. MEMBERS' REPORTS:** None

The meeting closed at 11.15am

(Chairperson)

EXMOOR NATIONAL PARK AUTHORITY

4 NOVEMBER 2025

REVISED MEDIUM TERM FINANCIAL PLAN 2025/26 TO 2029/30 AND REVISED BUDGET 2025/26

Report of the Chief Finance Officer

Purpose of Report: To consider and approve the revised Medium-Term Financial Plan (MTFP) for 2025/26 to 2029/30 and to adopt the revised revenue budget for 2025/26.

RECOMMENDATIONS:

The Authority is recommended to:

- 1) NOTE the financial performance for the first six months of 2025/26 in section 2 and Appendix 1
- 2) APPROVE the Revised Core, Capital and Programmes, Partnerships and Contributions to Reserves Budgets for 2025/26 as summarised in Appendices 2, 3 and 4
- 3) NOTE the update to the approved Capital (CDEL) budget list at Appendix 4
- 4) APPROVE the long list of additional Capital (CDEL) spend in 2025/26, and in 2026/27 if further DEFRA CDEL funding is allocated
- 5) DELEGATE to the Chief Executive responsibility for allocating any CDEL underspend in 2025/26 to approved projects
- 6) NOTE the position on reserves as detailed in Appendix 5
- 7) ADOPT the attached Medium Term Financial Plan 2025/26 to 2029/30 at Appendix 6

Authority Priority: Getting best value from our resources and improving our performance – Finance and Performance - Financial Management.

Legal and Equality Implications: Local Government Act 2003, Parts 1-3 (Capital Finance, Financial Administration and Grants), and Sections 1-39

Accounts and Audit (England) Regulations 2011, Part 2 (Financial Management and Internal Control).

The equality and human rights impact of the recommendations of this report have been assessed as having no adverse impact on any group or individual.

Financial and Risk Implications: The setting of a budget, Medium Term Financial Plan and Capital Strategy are the key elements in the management of financial risk. Section 9 details in more detail the risks surrounding the current budget and our future financial health.

Budgetary control and financial management arrangements are in place to minimise any risk of overspending and to ensure that spending is kept in line with the approved budget. The budget will be reviewed at the half year stage and a progress report made to the November 2025 meeting of the Authority. Both DEFRA grant and assumed cost of living pay awards are assumed prudently in the budget, but material changes to these cannot be

ruled out, and therefore the budget may have to be revisited before this point if significant adjustments need to be made.

Climate Change Response: This report does not have an adverse impact on our ability to respond to Climate Change. Funds have previously been allocated and will be spent in 2025/26 from the Environmental Resilience Reserve. Additionally, several of the Capital Departmental Expenditure Limit (CDEL) projects in appendix 4, positively contribute to our net zero agenda and climate response.

1. Introduction

- 1.1 The 2025/26 Budget and 2025/26 to 2029/30 Medium-Term Financial Plan were approved by Members at full Authority on 4 March 2025. At the time it was noted that there was uncertainty over the level of National Park Grant settlement for 2025/26 with best case scenario being considered as flat cash, and the risk of a cut to core revenue funding not excluded at that stage.
- 1.2 A letter of intent in respect of the 2025/26 Grant Funding Settlement was received on the 2 April 2025. This letter informed of an 8.2% reduction in RDEL resources allocation (revenue funding) amounting to £263,443. This reduction is accompanied by an in-year capital allocation of £263,443 to match the revenue reduction, and a further fixed amount of capital of £1,140,000, giving us a total in-year CDEL (capital) allocation of £1,403,500.
- 1.3 This represented a radical departure from our conventional (and significantly less resourced) capital programme and has consumed a significant amount of officer time in the first half of 2025/26.
- 1.4 In May 2025, this Authority agreed an exceptionally early revised budget position which mitigated the impact of the 8.2% reduction in revenue resource by reprofiling spend and making use of reserves to fund activity.
- 1.5 The revised budget formulated and approved in May 2025 was:

	£
National Park Grant (NPG)	2,968,000
Non-NPG Income	2,925,000
Total	<u>5,893,000</u>

2. Management Accounts on 30 September 2025

- 2.1 A detailed review of all the core budget headings has been carried out based on the organisational management arrangements of the Authority. Budgets in the 6 months to date were discussed with all Leadership and Delivery Team members. The results of this review are contained in Appendix 1, which compares the actual spend for the period 1 March 2025 through 30 September 2025 against the revised budget approved in May 2025.
- 2.2 The original budget for the year is based upon estimated or anticipated income and expenditure. The revised budget in May 2025 adapted to an in-year cut to our main support from DEFRA, and the purpose of these management accounts is to support the refinement of the standard budget revision done at the half-way point of the financial year to enable the Authority to adapt to actual in year financial developments. As such it reflects known changes.

- 2.3 The key challenge this year is funding the in-year cut of 8.2% to our revenue grant and to meet the costs of the recently announced pay award (3.9%) whilst maintaining our delivery of the National Park Purposes and Duty.
- 2.4 Appendix 1 summarises the Management Accounts budgetary performance for the first half of 2025/06 and shows the actual spending for the year to date against the May budget revision. The overall position for 2025/26 to date shows a negative variance of £303,000. Actual net spend of £190,696 is set against a profiled budget of £170,300 reserves appropriations and external funding of (£282,658). Whilst this is a significant amount, I do not consider it to be concerning at this stage of the year. There are two sizeable business units which contribute to this variance. One relates to the Woodlands Section with a projected £111,700 overspend, the second, our Estates business unit indicating £144,000 overspend at this juncture.
- 2.5 A significant amount of project work has continued during 2025/26 with development phases continuing for the DEFRA sponsored Heart of Exmoor Landscape Recovery project and the first full year of the Heritage Lottery Funded Pioneers Project. The Farming in Protected Landscapes Scheme was granted a further 1-year extension and grant funding for a new project for the Restoration of the River Barle was announced and commenced. Our Estates and Woodlands team continue to deliver the Estate Strategy, with many projects underway across the Estate including at Driver and the planting of new trees and woodlands.
- 2.6 There are several variations over £10,000 between the approved budgets and the actual spend at cost centre level at the end of quarter 2, 2025/26 and these are:

Conservation of Cultural Heritage

- This service includes the Archaeology and Historic Environment cost centre alongside the Exmoor Pioneers and Ashcombe Gardens Project. Overall, this category is showing an overspend of £16,506.
- The primary reason for this is due to the Ashcombe Gardens project exceeding reserves and FiPL funding – it is anticipated that this project will come under the umbrella of the CDEL allocations and therefore this overspend will be mitigated.

Conservation of Natural Environment

- This service includes the Woodland Management and Conservation Advice cost centres, as well as the Exmoor Non-Native Invasive Species (ENNIS), Moorland Bird Survey, Farming in Protected Landscapes (FiPL), River Barle Restoration project and Landscape Recovery projects. Overall, the category underspent by £134,557.
- The Woodlands Management cost centre is showing an overspend of £111,695. This was principally due to spend on Ash Die Back and Hazardous Tree works and is principally a timing issue relating to Countryside Stewardship (CS) income and top-sliced reserves amounts not being allocated until year-end.
- Conservation advice, overspend of £22,857, timing issue awaiting receipt of transfers from reserves towards ecology support and CS amounts in respect of meadow restoration.

Forward Planning & Communities

- The underspend of £21,291 in this service is primarily due to CareMoor donations received to date.

Development Management

- An adverse variance of £997 due to lower planning fee income than the profiled budget.

Promoting Understanding

- This covers the business units of National Park Centres, Pinkery Outdoor Education Centre, Media & Communications and Education & Interpretation. The net position across this section is an overspend of £32,970.
- National Park Centres are showing a £17,474 adverse variance due to seasonal profile of staffing spend.
- Pinkery Outdoor Education Centre is indicating an overspend of £12,795 due to spend on accessibility related works which will be resourced from the DEFRA Access For All funding at year-end.

Rangers, Estates and Volunteers

- The net overspend across these business areas is £144,499.
- Rangers' business unit includes proceeds from the sale of a vehicle, additional income and a reduction in vehicle repairs and maintenance costs creating an underspend of £18,456.
- Estates overspend is showing as £143,663 and this is principally related to timing differences in the receipt of Countryside Stewardship Income.

Recreation Management & Transport

- The net underspend across the Access and Recreation and Visitor Facilities cost centres totalled £28,580.
- Car park income received is received on a seasonal basis and the Management Accounts compare this on a 1/12ths basis. When comparing with the 2024/25 profile, car parking income this year is marginally ahead of budget.

Support Services

- The net overspends across the Finance, Human Resources & Performance, ICT & GIS, Legal and Facilities cost centres totalled £39,011.
- Facilities are indicating an overspend of £17,456, principally due to increased insurance expenditure alongside premises spend on one-off schemes.

Core Funding & Partnership Fund

- Whilst National Park Grant is showed as meeting profile, £702,000 has been received in respect of Capital Funding and this has been excluded from this budget monitoring.

2.7 The Revised Budget presented does not foresee other significant under or overspends for the remainder of 2025/26. Should these arise at year end, the Chief Finance Officer and Chief Executive will use the General Fund and reserves to meet any overspend and receive underspend to supplement reserves for future spending periods.

3. Revised Core Budget for 2025/26

- 3.1 The approved budget and May revised Budget have been reviewed considering the letter of intent, and in respect of capital guidance issued by DEFRA.
- 3.2 It remains an aim to manage the revised budget process within the resources available to the Authority and without recourse to enter a further Business Process Review process of which the previous one took effect on 1 April 2024. All areas of income and expenditure have been reviewed, and a set of revenue budget amendments are proposed (please refer to paragraph 2.2 of Item 8 May Authority for the list showing changes between Original and May budget revision), these are detailed in the table below:

Area	Amount	Mitigation/Reason
Archaeology & Historic Environment	(£1,600)	Minor reduction across spend areas
Woodlands	(£4,600)	Reduction in hazardous trees revenue budget - spend to be met from reserve instead.
Conservation Advice	(£1,800)	Increase in contribution from reserves to meet additional Ecology post
Planning & Community	£2,200	Increase in fees & hired budget towards Local Plan actions
Rural Enterprise	£3,000	Reduced draw from reserves for Rural Enterprise Co-ordinator post alongside slight upwards adjustments on other account lines
Development Management	(£11,900)	Reduction in staffing expenditure, partially offset by increase in agency support for maternity cover. Removal of Legal Publications budget for 2025/26.
Rangers	(£3,500)	Partly due to savings on timing gap between retirement of Ranger and start date of replacement. Reduction in vehicle repairs and maintenance with 2 newer vehicles offset by reduction in countryside stewardship scheme support.
Field Services	£2,500	Fixed Term contracts increased during year to support paring work
FST Workshop	(£500)	Staffing budget refined
Estates	£26,200	Reduction in salaries due to officer vacancy (£15.5k), offset by increased costs projected for landlord responsibilities on premises and moorland (£42k)
Access & Recreation	£600	Minor amendments to budgets
Finance	(£18,900)	Increased interest budget

Human Resources & Performance	£21,100	Increased staffing costs in respect of change of approach for Members Services Officer post
ICT & GIS Services	£300	Minor amendments to budgets
Facilities	£2,700	Slight decrease in planned and reactive maintenance
Corporate Management	£1,800	Slight increase in staffing costs following pay-award.
Members	(£1,000)	Reduction in travel estimate
National Park Grant	(£100)	Aligning estimate to Grant Award
Total	£0	No change in Revenue Budget

- 3.3 The Authority is statutorily required to set a balanced budget in furtherance of the purposes of its National Park designation. The budget setting processes this year has been continued to be especially challenging, though Members have been fully supportive throughout.
- 3.4 Significant changes were made to the build of the revised budget in 2024/25, these brought in all project funding and associated expenditure. Historically, project funding and associated expenditure had been excluded from the budgeting process.
- 3.5 The table below indicates that the budget being set is balanced as required by legislation. Increases between the 2024/25 original and revised budget are due to the inclusion of project expenditure and their associated funding streams for the first time. The reduction in the 2025/26 budget when compared to 2024/25 is due to the changes in the Farming in Protected Landscapes (FiPL) programme, this has recently been extended for a further year into 2025/26 at a reduced level. The modest difference between the approved 2025/26 Budget and May Revision is the net of the various changes as detailed above, changes between May and November are reflective of changes to updated project income and expenditure.

	24/25 Original Budget £000	24/25 Revised Budget £000	25/26 Approved Budget £000	2025/26 Revised Budget (May) £000	2025/26 Revised Budget (Nov) £000
Income	-4,522	-6,395	-5,902	-5,893	-6,109
Expenditure	4,522	6,395	5,902	5,893	6,109

4 Programmes, Partnerships & Contributions to Reserves

- 4.1 This budget is unchanged to that approved by Members in May 2025. The Programmes and Partnerships section of the budget is an important element in achieving National Park purposes and priorities through the engagement and influencing of partners and funding for initiatives aimed at achieving Partnership Plan priorities. We contribute to reserves on an ongoing basis to meet one-off costs that do not arise in a consistent or predictable manner or to put money aside to meet pressures that arise in-year.

- 4.2 Attached at Appendix 3 is the approved Programmes, Partnerships & Contributions to Reserves Budget for 2025/26. This shows a revised amount of £25,000 Contribution to Reserves and £10,000 Top-sliced for fixed term programmes, a combined total of £35,000. (March 2025 approved budget contained £151,000 contribution to reserves and £50,000 top-sliced for fixed term programmes).
- 4.3 Changes in this revised budget between the March Original Budget and May Revised Budget were as follows:
- Tourism (£10,000). To be met from the Rural Enterprise Reserve
 - £5,000 for STEAM in respect of sustainable tourism information provision. To be met from the Rural Enterprise Reserve
 - Website development £5,000. To be met from the earmarked ICT Reserve.
 - Partnership Fund Small Grants Scheme £20,000. To be dropped in 2025/26 and reviewed in future years depending on the level of resources available.
 - **Total reduction in top-sliced programmes: £40,000**

5. Revised Capital Programme 2025/26

- 5.1 The capital programme for 2025/26 changed radically with the mid-year capital allocation of £1,403,443 from DEFRA. This allocation is still understood to be a one-off and is required to be fully spent in the 2025/26 financial year, thereby creating further pressure on this Authority. The Leadership Team provided a list of around 40 capital proposals to DEFRA for review; feedback was received on this on the 17th of April 2025.
- 5.2 In May 2025, Members approved a set of 25 projects which were subsequently submitted to utilise the funding available. Approximately £1.9m of listed projects were approved against the £1.4m allocation. There is talk of the possibility for further capital in future years, but no firm indication on this yet. The projects were categorised by theme in addressing the Governments key priorities and target areas (Nature Recovery (30x30), Invest to Save, Income Generation, Net Zero and Landscape and Heritage). The approved capital list exceeded the amount available as there was less certainty that the schemes would be deliverable in the time available.
- 5.3 An update on these projects is given at Appendix 4 including the latest cost estimates. It is anticipated that not all the projects will be able to be completed in 2025/26 due to a variety of issues including requirements for procurement, the obtaining of consents, further surveys and time to complete all the necessary consents and works. This may therefore leave some 2025/26 CDEL funding unspent.
- 5.4 Officers have identified a long list of alternative capital spend that could be brought forward and delivered in 2025/26 to ensure that this funding is not lost. It is proposed that Members approve this long list of capital projects and delegated powers for the Chief Executive to allocate any CDEL underspend to projects from this list. Approval of this second list would also enable officers to progress schemes in an agile manner if there is further CDEL allocation in 2026/27 and future years.
- 5.5 The capital budget contains assumptions over the future accounting treatment of the schemes described. However, when the accounts are closed there may be other schemes not included that will be treated as capital and schemes shown as capital in Appendix 4 that are not actually capitalisable. Funding decisions may also change at

the year-end depending on the availability of capital receipts. Members will have full transparency on the final accounting and funding decisions regarding capital spend.

- 5.6 To use the DEFRA CDEL allocation, our capital spend will need to meet the definition of capital as provided by the grant giving body (DEFRA), this may differ to our Statement of Accounts reporting on capital spend which is governed by the CIPFA code of practice on local authority accounting.

6. Capital Investment Strategy

- 6.1 There are no changes to the capital investment strategy as approved by Members at the 4 March Authority meeting.
- 6.2 Please note our existing risks attached to property liabilities in the table in section 9.

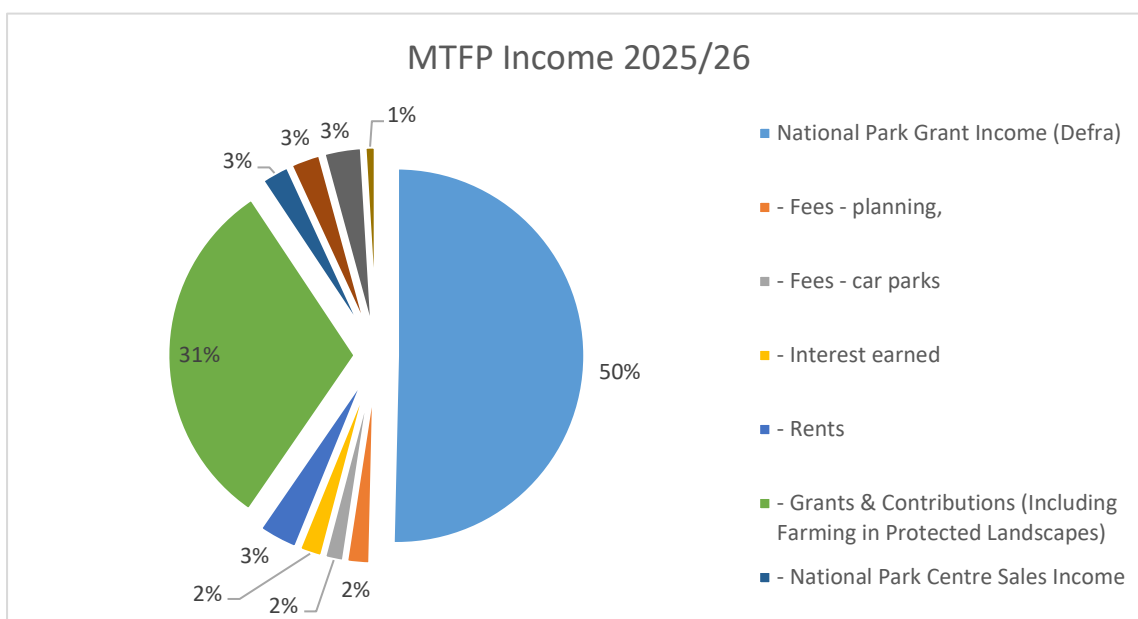
7. Reserves (level of)

- 7.1 Appendix 5 shows the anticipated level of reserves as at the start of the 2025/26 financial year and reflects the additions to reserves described in section 4 that are recommended as a part of this budget. The reserves position as at the end of 2024/25 included £450k of funds received as legacies.
- 7.2 The following assumptions have been maintained as part of the review:
- The General Fund Reserves have been maintained at a level of approximately £550,000 as per the Medium-Term Financial Plan. It is the view of the Chief Finance Officer that this is sufficient to manage in-year fluctuations and pressures that arise suddenly and need urgent funding. This is considered to be an adequate level of reserves in accordance with section 25 of the Local Government Act 2003.
 - The Legal Support Reserve forecast to continue into 2025/26. This is due to the long running planning case and other pressures described in 3.2. This pot should return to its prudent level when legal processes have completed in 2025/26. This reserve has reduced significantly due to the extension of a bad debt provision relating to the legal process.
- 7.3 Use of reserves during 2025/26 has been estimated and the projected balance at 31 March 2026 is £3,228,848 (inclusive of General Fund and Legal Contingency).

8. Medium Term Financial Plan

- 8.1 The Medium-Term Financial Plan (MTFP) is a key feature of the Authority's forward planning process, and it is reviewed annually on a rolling five-year basis. Figures shown for 2025/26 and 2026/27 are budgets that determine income and expenditure levels whereas numbers from 2027/28 and beyond are projections that will be revisited before they formally become budgets. The MTFP is a key document for:
- outlining future resources, funding opportunities and cost pressures.
 - highlighting key assumptions; and
 - providing an overview of the future financial position of the Authority.

Appendix 6 details the overarching income and expenditure categories for the Authority for the next five financial years.



8.2 The MTFP has been reviewed and updated for the changes in the earlier sections of this report to account for the reduction in the revenue elements of our National Park Grant. The impact of the changes on future years of the Medium-Term Financial Plan can be seen in the table below (figures showing projected year-end position income net of expenditure):

Budget Version	2025/26	2026/27	2027/28	2028/29	2029/30
2025/26 Approved	-	-	(£44,000)	(£89,000)	(£104,000)
2025/26 May Revision	-	(£45,000)	(£97,000)	(£149,000)	(£149,000)
2025/26 November Revision	-	(£133,000)	(£220,000)	(£271,000)	(£323,000)

8.3 Our future financial health will be determined by the accuracy of the assumptions supporting the MTFP and our ability to deliver savings. Overall, I am content that the budget presented provides robust estimates and assumptions. However, it is important to show how the savings gap in the final section of Appendix 6 from year 2 onwards could be affected by movements in the key financial assumptions. This is provided for illustrative purposes.

No increase in NPG	Budget Gap/(Surplus) £
2025/26	0
2026/27	133,000
2027/28	220,000
2028/29	271,000
2029/30	323,000

Variable	Impact £
National Park Grant 1%	30,000
Staff Pay Award 1% change (3% assumption in MTFP)	37,000
Interest Received 1% change (c/f 3.75% Assumption in MTFP)	30,000
Traded Income 1% change	5,000

- 8.4 The scenario table shows the financial impact to the Medium-Term Financial Plan balances for a 1% change in core variables; National Park Grant, Staff Pay Award, Investment Interest and/or Traded Income (Planning & Parking Fees, National Park Centre and Pinkery Outdoor Education Centre income). We may also receive one-off capital funding from DEFRA for ad hoc asset spend, this has not been estimated in this report and on confirmation of funding a set-of schemes will be considered and actioned. All the scenarios shown in the table above are entirely plausible. This table attempts to illustrate the effects of small changes in assumptions on the savings gap.
- 8.5 The reality of our current situation is that we have had a reduction in the revenue element of NPG of 8.2%. The capital allocation received may potentially aid in cost reduction in future years of the MTFP depending on the schemes utilised, however capital scheme still requires a revenue staffing support to bring schemes into fruition. The budget gap in future years has grown further from the revision provided to Members in May. The Chief Executive and Chairman continue to meet with National Parks England and DEFRA to seek to secure a fairer funding regime. It is increasingly more certain that efforts will need to be made early next year and in the coming years of the plan to mitigate our risks and cost pressures in order to continue to present a balanced budget.
- 8.6 There are other savings options which cannot be precisely quantified but may still generate significant savings. This includes reducing the number of buildings that we maintain or sharing buildings with other public bodies. It is difficult to see charging bringing in a further large increase in income beyond that already projected in the MTFP, however the recently approved Income Generation Strategy seeks to provide a firm foundation of external income and funding. Perhaps the greatest opportunity for the Authority to improve its financial position comes from looking more closely at how the Estate can generate income including through the option of bringing land back in hand, continued engagement with Countryside Stewardship schemes and the potential for Landscape Recovery projects to benefit our financial situation.

9. Risk Analysis

9.1 The revised budget and MTFP recommended, contain within them assumptions that may or may not prove accurate. In addition, events may occur that have the potential affect the Authority's underlying finances. The risk analysis is as follows:

Risk	Likelihood	Impact	Mitigating Factors
National Park Grant is reduced.	High	High	Level of Reserves held. Annual Review. Some notice will be provided of future funding reductions sufficient to enable a timely response.
Pay awards and other inflationary pressures may be higher than anticipated.	Medium	High	Annual review of MTFP Small percentages differences maintainable by use of reserves. Significant changes will require a revised Business Process Review.
Liabilities related to the Property or Woodlands Estate arise.	Medium	Medium	A Contingency fund has been established to meet one off cost that arise. Opportunities for developing a pot of capital receipts is being explored.
Contributions from County Councils and Public Rights of Way may reduce.	Medium	Medium	This is subject to an annual review. Reduction in income will be projected in the MTFP.
Economic situation could deteriorate and impact on self-generated income and costs. Areas of income generation in the budget prove unrealistic.	Medium	Medium	MTFP constructed on a five-year time span with a review each year. Budgetary Control arrangements in place to monitor income and expenditure monthly.
An increased reliance on one-off funding sources. This could be a capital receipt, the proceeds from legal action or an external grant.	Medium	Medium	We need to ensure that the Authority's financial stability is independent of any individual one-off event or process.

9.2 This paper deals with the impacts of the first headline risk above. There is still uncertainty about the next round of the Governments Comprehensive Spending Review which is intended to set resources for a three-year period. A continued key risk in 2025/26 remains managing the consequences of inflationary pressures in the context of a cash neutral NPG representing a real terms cut in funding as well as limited opportunities for additional traded income.

10. Conclusion and Financial Standing

- 10.1 It is the job of the budget setting process to ensure that resources are kept in balance while maintaining financial resilience. This report describes the process to achieve a balanced budget, the challenges in the medium term, the level of financial capacity and options available to us in future.
- 10.2 Within the Annual review of Risk Management it was stated that the extent of the financial challenge would be a major test of the leadership and governance of the Authority. Major challenges remain; the necessity of this paper is justification of this alone. Indications are that balanced budgets will be increasingly harder to set. In such circumstance, those external funding pots such as the Farming in Protected Landscape scheme, the proceeds of a Heritage Lottery Fund bids, or other schemes yet to be released become increasingly important to deliver key priorities.
- 10.3 Whilst confirmation on the long-term settlement is awaited, figures for 2026/27 onwards should be viewed with a high degree of uncertainty. Work will be continuing to be undertaken during the remainder of 2025/26 to identify further savings and income generation opportunities and brought back to Members in due course. The impact of any change (positive or negative) will need careful consideration to make sure our expenditure is sustainable.
- 10.4 Section 25 of the Local Government Act 2003 requires the Chief Finance Officer (S151 Officer) to report to Authority on the robustness of estimates made for the purposes of calculation of budget, and the adequacy of proposed reserves. This report confirms that this revised budget for 2025/26, is a balanced budget, based on robust and realistic estimates and assumptions. Additionally, the level of reserves including forward year projection, has been assessed as being adequate. This Authority has an excellent record of managing its financial affairs within the resources that are made available and that it can generate. The Medium-Term Financial Plan and 2025/26 Budget continue this effective stewardship.
- 10.5 The proposed revised MTFP, Capital Programme, Core Budget and Programmes and Partnerships Budgets, and Reserves for 2025/26 are contained in Appendices 1-6 which the Authority is requested to approve.

Ben Barrett
Chief Finance Officer
October 2025



Management Accounts Qtr 1 & 2

Section	Budget Heading	2025/26 Revised Budget (May)£	2025/26 YTD Budget (Month 6) £	2025/26 Reserves Transfers £	2025/26 Month 6 Actual	Variance between 25/26 Revised Budget and Actual & Reserves TFRs	Notes
Conservation of Cultural Heritage	Archaeology & Historic Environment	103,600	59,800	0	60,725	-925	Q4 will see Matching of Project funds to Expenditure incurred.
	Exmoor Pioneers (Project)	0	0	71,254	71,254	0	
	Ashcombe Gardens (PROJECT)	0	0	53,000	68,581	-15,581	
Conservation of Cultural Heritage Total		103,600	59,800	124,254	200,560	-16,506	
Conservation of Natural Environment	Woodlands	64,200	32,100	-83,100	60,695	-111,695	Awaiting year end reserves transfers and CS income. Moderate year-end overspend projected due to Ash Die Back continued works and Hazardous Trees.
	Landscape Recovery (Project)	0	0	57,240	57,240	0	Project spend matched by grant income, matched reserves
	ENNIS (Project)	0	0	602	604	-2	Awaiting year end match funding from FiPL Project
	Moorland Bird Survey (Project)	0	0	1,349	1,352	-3	Awaiting year end match funding.
	Farming in Protected Landscapes (FiPL) Project	0	0	-118,799	-118,799	0	Project spend matched by grant income, matched reserves
	River Barle Restoration (Project)	0	0	53,190	53,190	0	Project spend matched by grant income, matched reserves
Conservation Advice	165,700	82,850	73,750	179,457	-22,857	Awaiting year-end transfers from reserves for revenue support towards ecology advice and CS transfer from Estates.	
Conservation of Natural Environment Total		229,900	114,950	-15,768	233,739	-134,557	
Forward Planning & Communities	Planning & Community	103,800	51,900	0	55,142	-3,242	Donations received to date net of project expenditure
	CareMoor (Project)	0	0	0	-31,841	31,841	
	Rural Enterprise	130,400	65,200	4,200	76,708	-7,308	
Forward Planning & Communities Total		234,200	117,100	4,200	100,009	21,291	
Development Management	Development Management	322,500	161,250	21,000	183,247	-997	
Development Management Total		322,500	161,250	21,000	183,247	-997	
Promoting Understanding	National Park Centres	146,500	73,250	0	90,724	-17,474	Seasonal profile, especially in relation to Dulverton where staffing costs exceed revised estimate when compared to equal 12ths profile. Variance primarily due to accessibility related works which will be met by DEFRA Access For All funding.
	Grants and Contributions	200	100	0	0	100	
	Pinkery	0	0	16,000	28,795	-12,795	
	Media & Communication	97,300	52,650	2,475	56,430	-1,305	
	Education & Interpretation	121,300	60,650	0	62,146	-1,496	
Promoting Understanding Total		365,300	186,650	18,475	238,095	-32,970	
Rangers, Estates & Volunteers	Rangers	125,700	103,850	17,000	102,394	18,456	Sale of Landrover +£8k, budget profiling of vehicle repairs and maintenance +£4k, additional income received +£5k
	Field Services	180,900	192,300	32,000	225,311	-1,011	Awaiting Q2 vehicle recharges
	FST Workshop	27,300	13,650	0	22,056	-8,406	New cost centre following TUPE of service in-house. Residual costs after recharging vehicle and equipment maintenance charged across services
	Estates	-219,300	-109,650	51,500	85,513	-143,663	Contribution income significantly lower than profile at Month 6 (-£134k), increased spend on remedial works at 7-9 Fore Street and MoorWood campsite.
	Driver (Project)	0	0	36,000	42,006	-6,006	
	Get Involved Programme (Project)	0	0	0	2,785	-2,785	
	Volunteer Engagement	62,200	31,100	0	32,184	-1,084	
Rangers, Estates & Volunteers Total		176,800	231,250	136,500	512,249	-144,499	
Recreation Management & Transport	Access & Recreation	111,200	76,100	47,000	119,449	3,651	Seasonal income receipts (slightly ahead of 24/25,) compared to a 1/12ths income budget.
	Visitor Facilities	0	0	0	-24,929	24,929	
Recreation Management & Transport Total		111,200	76,100	47,000	94,520	28,580	

Section	Budget Heading	2025/26 Revised Budget (May)£	2025/26 YTD Budget (Month 6) £	2025/26 Reserves Transfers £	2025/26 Month 6 Actual	Variance between 25/26 Revised Budget and Actual & Reserves TFRs	Notes
Support Services	Finance	68,100	53,750	-10,593	49,209	-6,052	Overcharging in annual finance support costs under investigation (£9.5k)
	Human Resources & Performance	167,000	83,500	14,400	98,214	-314	
	ICT & GIS Services	250,800	149,900	60,000	213,810	-3,910	
	Legal Services	70,000	0	0	11,279	-11,279	Additional expenditure in respect of long running legal case
	Facilities	196,100	98,050	0	115,506	-17,456	Profiling of certain budgets requires updating (e.g. Insurance) £7k, planned and reactive maintenance overspend to profiled budget due to reserve funded schemes
Support Services Total		752,000	385,200	63,807	488,018	-39,011	
Corporate & Democratic Core	Corporate Management	420,100	193,750	1,500	188,309	6,941	Netted out with Historic Pension Contributions line below.
	Historic Pensions Contributions	82,000	57,300	8,150	55,712	9,738	Awaiting 1 Somerset Council historic pensions invoice.
	Corporate Subscriptions	39,200	19,600	10,000	30,500	-900	
	Members	96,200	48,100	0	48,254	-154	
Corporate & Democratic Core Total		637,500	318,750	19,650	322,775	15,625	
Core Funding & Partnership Fund	National Park Grant	-2,968,000	-1,484,000	-701,766	-2,185,766	0	Capital Grant allocation to date of £702k stripped out
	Reserves Transactions	25,000	0	0	0	0	Appendix 3
	Partnership Fund Top-Sliced	10,000	3,250	0	3,250	0	Appendix 3
Core Funding & Partnership Fund Total		-2,933,000	-1,480,750	-701,766	-2,182,516	0	
Total Core Budget		0	170,300	-282,648	190,696	-303,044	



November Revised Budget 2025/26

Section	Budget Heading	2025/26 Approved Budget May Revision £	2025/26 Expenditure £ November Revision	2025/26 Income £ November Revision	2025/26 Revised Budget £ November Revision	Variance between 25/26 Approved May Revision and 25/26 November Revised Budgets	Notes	
Conservation of Cultural Heritage	Archaeology & Historic Environment	103,600	103,200	-1,200	102,000	-1,600	Minor shaving of all budget areas	
	Ashcombe Gardens (Project)	0	0	0	0	0		
	Exmoor Pioneers (Project)	0	239,700	-239,700	0	0		
Conservation of Cultural Heritage Total		103,600	342,900	-240,900	102,000	-1,600		
Conservation of Natural Environment	Woodlands	64,200	126,000	-66,400	59,600	-4,600	Reduction in hazardous trees revenue budget - spend to be met from reserve instead.	
	Landscape Recovery (Project)	0	250,600	-250,600	0	0		
	ENNIS (Project)	0	27,500	-27,500	0	0		
	Moorland Bird Survey (Project)	0	1,400	-1,400	0	0		
	Farming in Protected Landscapes (FiPL) Project	0	675,700	-675,700	0	0		
	Conservation Advice	165,700	331,500	-167,600	163,900	-1,800	Increase in contribution from reserves to meet additional Ecology post	
Conservation of Natural Environment Total		229,900	1,412,700	-1,189,200	223,500	-6,400		
Forward Planning & Communities	Planning & Community	103,800	106,000		106,000	2,200	Increase in fees & hired budget towards Local Plan actions	
	CareMoor (Project)	0	30,000	-30,000	0	0		
	Rural Enterprise	130,400	149,700	-16,300	133,400	3,000		Reduced draw from reserves for Rural Enterprise Co-ordinator post alongside slight upwards adjustments on other account lines.
Forward Planning & Communities Total		234,200	285,700	-46,300	239,400	5,200		
Development Management	Development Management	322,500	426,600	-116,000	310,600	-11,900	Reduction in staffing expenditure, partially offset by increase in agency support for maternity cover. Removal of Legal Publications budget for 2025/26.	
Development Management Total		322,500	426,600	-116,000	310,600	-11,900		
Promoting Understanding	National Park Centres	146,500	281,900	-146,400	135,500	-11,000	Reduction in Premises Costs for Lynmouth National Park Centre	
	Grants and Contributions	200	200	0	200	0		
	Pinkery	0	169,600	-169,600	0	0		
	Media & Communication	97,300	124,000	-27,000	97,000	-300		
	Education & Interpretation	121,300	128,900	-7,400	121,500	200		
Promoting Understanding Total		365,300	704,600	-350,400	354,200	-11,100		
Rangers, Estates & Volunteers	Rangers	125,700	200,200	-78,000	122,200	-3,500	Partly due to savings on timing gap between retirement of Ranger and start date of replacement. Reduction in vehicle repairs and maintenance with 2 newer vehicles offset by reduction in countryside stewardship scheme support.	
	Field Services	180,900	417,400	-234,000	183,400	2,500		Fixed Term contracts increased during year to support paring work
	FST Workshop	27,300	26,800	0	26,800	-500		
	Estates	-219,300	292,300	-485,400	-193,100	26,200		Reduction in salaries due to officer vacancy (£15.5k), offset by increased costs projected for landlord responsibilities on premises and moorland (£42k)
	Volunteer Engagement	62,200	62,200		62,200	0		
Rangers, Estates & Volunteers Total		176,800	998,900	-797,400	201,500	24,700		
Recreation Management & Transport	Access & Recreation	111,200	255,200	-143,400	111,800	600		
	Visitor Facilities	0	102,700	-102,700	0	0		
Recreation Management & Transport Total		111,200	357,900	-246,100	111,800	600		

Appendix 2

Section	Budget Heading	2025/26 Approved Budget May Revision £	2025/26 Expenditure £ November Revision	2025/26 Income £ November Revision	2025/26 Revised Budget £ November Revision	Variance between 25/26 Approved May Revision and 25/26 November Revised Budgets	Notes
Support Services	Finance	68,100	204,200	-155,000	49,200	-18,900	Increased interest income expected. £20k
	Human Resources & Performance	167,000	188,100		188,100	21,100	Increased staffing costs in respect of change of approach for Members Services Officer post (£20k)
	ICT & GIS Services	250,800	251,100		251,100	300	
	Legal Services	70,000	70,000		70,000	0	
	Facilities	196,100	193,400		193,400	-2,700	Slight decrease in planned and reactive maintenance
Support Services Total		752,000	906,800	-155,000	751,800	-200	
Corporate & Democratic Core	Corporate Management	420,100	421,900		421,900	1,800	Slight increase in staffing costs following pay-award.
	Historic Pensions Contributions	82,000	82,000		82,000	0	
	Corporate Subscriptions	39,200	39,200		39,200	0	
	Members	96,200	95,200		95,200	-1,000	
Corporate & Democratic Core Total		637,500	638,300	0	638,300	800	
Core Funding & Partnership Fund	National Park Grant	-2,968,000		-2,968,100	-2,968,100	-100	
	Reserves Transactions	25,000	25,000		25,000	0	
	Partnership Fund Top-Sliced	10,000	10,000		10,000	0	
Core Funding & Partnership Fund Total		-2,933,000	35,000	-2,968,100	-2,933,100	-100	
Total Core Budget		0	6,109,400	-6,109,400	0	0	

**EXMOOR NATIONAL PARK AUTHORITY
ANALYSIS OF PROGRAMMES, PARTNERSHIPS
AND CONTRIBUTIONS TO RESERVES**

	2025/26	2025/26 Revision	
ORIGINAL BUDGET	<u>201,000</u>	<u>201,000</u>	
LESS: Contributions to Reserves			
Woodlands - ADB	25,000	25,000	Woodlands
Corporate Equipment & Vehicle Replacement	25,000	-	To be met from CEVR
Estates Capital Projects	50,000	-	To be met from Estates Reserve/Capital
Internship & Trainee Fund	15,000	-	Resource from reserves
Partnership Plan & State of the Park Development & Surveys	11,000	-	Resource from reserves
Local Plan	25,000	-	Resource from reserves
	<u>151,000</u>	<u>25,000</u>	
LESS: Top sliced Programmes			
Tourism	10,000	-	To be met from Rural Enterprise Reserve
Hill Farm Network	5,000	5,000	No change
Website Development	5,000	-	To be met from ICT Reserve
SERC/DBRC Bio-records	5,000	5,000	No change
STEAM	5,000	-	To be met from Rural Enterprise Reserve
Partnership Fund Small Grants Scheme	20,000	-	Drop in 2025/26
	<u>50,000</u>	<u>10,000</u>	
2024/25 Programmes & Partnership Fund	<u>201,000</u>	<u>35,000</u>	
DIFFERENCE	- -	166,000	

Ref no.	Proposed Capital Spend Project	Theme	RAG Sta	Indicative Sum	Updated budget	Change	Notes	Headline Summary
A01	Temperate Rainforest creation on ENPA Land (around Simonsbath)	Nature Recovery (30x30)	●	£65,000	£65,000	~	Consents in place. Some tree planting has already been completed. Remainder to take place over winter 2025/26	Trial a range of different methods to establish temperate rainforest in 60 hectares of the combes in the river catchment headwaters.
A02	Creation of Wood pasture on ENPA Estate (Driver)	Nature Recovery (30x30)	●	£55,000	£30,000	↓	Confirmed no capital required for meadow restoration. Tree planting to take place over the winter 2025/26	Capital for delivery of wood pasture on ENPA Estate at Driver.
A03	Creation of new broadleaf woodland on ENPA Estate (Shelterbelt for Pinkery Outdoor Educational Centre)	Nature Recovery (30x30)	●	£30,000	£40,000	↑	FC consent awaited. Planning application submitted for varying condition relating to management plan for the shelterbelt. Works to be undertaken over the winter 2025/26	Fell conifer plantation and plant new broadleaf woodland.
A04	No-fence Collars (for ENPA Estate)	Nature Recovery (30x30)	●	£20,000	£20,000	~	Researched alternative collar options. Purchase to be completed this year	Purchase of collars to target conservation grazing on ENPA Estate (Driver).
A05	White-Tailed Eagle Release Pens.	Nature Recovery (30x30)	●	£10,000	£15,000	↑	Costs higher than estimated due to changes to size and specification of the pens and longer time for FST to build	To construct enclosures for care and release of White Tailed Eagles in Coastal Woods (ENPA land).
A06	Air Quality Monitoring Equipment to support Improvements in SSSI Conservation Status	Nature Recovery (30x30)	●	£10,000	£40,000	↑	Costs higher than estimated following receipt of quotes from supplier and including laboratory time and analysis. Plus enclosures or guards for the monitors	Purchasing equipment to monitor air pollution within the National Park as part of the Air Quality Management Strategy to address the failing condition of the Exmoor Special Conservation Areas.
A07	Capitalizing proportion of Estates Team salaries for significant capital projects (e.g., Driver).	Invest to Save	●	£30,000	£30,000	~	End of financial year calculation	Proportion of the Estate Team staffing costs (25%) which is directly attributable to the creation and enhancement of our Estates assets.
A08	Accessibility enhancements at ENPA Field Services Depot, Exford	Invest to Save	●	£25,000	£25,000	~	Plans for the works are progressing.	Install a new surface to the track outside Exford Depot to improve accessibility for visitors to the adjacent tree nursery.
A09	ICT Laptop replacement (60 devices)	Invest to Save	●	£50,000	£70,000	~	Completed. Additional cost due to need for new power system	Opportunity to invest to save using government frameworks and trade for revenue.
A10	Enhancement of storage capacity at ENPA Field Services Depot, Exford	Income Generation	●	£40,000	£80,000	↑	Architect appointed to run the project. Costs higher than estimated for the build in addition to other fees. Planning application progressing.	Install doors and roofs to buildings in the estate yard to improve storage of timber.
A11	Repurposing of ENPA assets to create Bothies (Radar Station)	Income Generation	●	£150,000	£75,000	↓	Reduced cost as unable to progress the Pound due to need for ecological surveys which cannot be completed within the timescale.	Adapt historic Radar buildings to provide visitor accommodation and provide revenue streams.
A12	Battery Storage at ENPA Field Services Depot, Exford	Net Zero	●	£20,000	£20,000	~	Meeting held with potential supplier	Implementing a PV battery storage system at Exford Depot would enable the storage of electricity generated on-site by the 10KW PV system. This enhances energy efficiency and reduces carbon emissions. This system would support the depot's operations by providing a reliable and sustainable energy supply reducing cost and aiding in the reduction of carbon emissions and contributing to Net Zero progress.
A13	Climate Adaptation Plan	Net Zero	●	£30,000	£60,000	↑	Cost has increased due to the need for a climate vulnerability assessment to feed into the adaptation plan	Commissioning a climate risk and vulnerability assessment and adaptation plan to feed into the National Park Management Plan.
A14	ENPA Tree Nursery enhancements - accessibility and paths	Net Zero	●	£10,000	£10,000	~	Designs completed for paths	Install paths to provide all-ability access to the tree nursery.
A15	Ground mounted solar array on ENPA Estate at Driver.	Net Zero	●	£40,000	£40,000	~	Awaiting procurement of contractor	Part of new renewable energy system supporting house refurbishment.
A16	Land Purchase for new Temperate Rainforest creation	Net Zero	●	£150,000	£150,000	~	Awaiting vendor to accept bid	Match funding to purchase land for Temperate Rainforest creation, in partnership with environmental body and leveraging in private finance
A17	Replacement of 4x4 Ranger Land rovers with Electric Vehicles (2-3 units)	Net Zero	●	£150,000	£150,000	~	Vehicles identified - release date January 2026	The capital replacement of 4x4s with EVs reduces carbon emissions and accelerating net zero progress. Additionally, it projects quantifiable cost savings and income generation, making it a viable invest-to-save initiative.
A18	Hydro-power project on ENPA Estate	Net Zero	●	£20,000	£10,000	↓	Consultant identified for feasibility study for build in 2026/27	Specification for hydropower system servicing our Pinkery outdoor education centre. Hydro feasibility studies identify innovative approaches and efficiencies, project quantifiable cost savings, and income generation. Additionally, they contribute to reducing carbon emissions and accelerating net zero progress.
A19	Access and Rights of Way roles (20% of salary) delivering innovation in public accessibility to nature.	Landscape & Heritage	●	£51,700	£51,700	~	End of financial year calculation	A proportion of Access and Field Services Team staff time (20%) directly attributable to the creation / enhancement of Rights of Way and Accessibility assets
A20	Ashcombe Car Park Bridge replacement (ENPA Estate)	Landscape & Heritage	●	£20,000	£30,000	↑	Awaiting SCC ordinary watercourse consent. Plan to build the abutments this F/Y	Install new bridge to connect ENPA car park with picnic area and access to historic gardens.
A21	Landscape enhancement ENPA Moorland Estate (Blackpitts)	Landscape & Heritage	●	£50,000	£10,000	↓	Consultants have been instructed to prepare the detailed designs and submit the planning application. Ecological surveys and historic recording are required. Consequently the removal of the current barn will not be able to take place until 2026/27.	Remove unsafe (end of life) corrugated iron building, owned by ENPA, improve condition of land and install modern storage building to reduce landscape impact on moorland.
A22	Removal of redundant modern barn on ENPA Estate (Driver).	Landscape & Heritage	●	£100,000	£75,000	↓	Barn removed. Re-landscaping of area being planned for this F/Y	Removal of modern farm shed (end of life) to improve landscape setting of historic farmstead owned by ENPA and to enable public access.
A23	Restoration of ENPA Estate historic barn (Driver West Barn)	Landscape & Heritage	●	£200,000	£200,000	~	Plan to buy equipment and materials	Emergency structural work in advance of adaptation.
A24	Restoration of ENPA historic farmhouse (Driver).	Landscape & Heritage	●	£500,000	£300,000	↓	Plan is to purchase equipment this F/Y	Restoration of derelict and historically significant farmhouse for future use as hub of nature reserve/research / education /income generation.
A25	Management Fee to deliver all capital projects		●	£100,000	£100,000	~		Additional support to assist with procurement and project management of CDEL elements.
				£1,926,700	£1,696,700			

ADDITIONAL PROJECTS					
Ref no.	Proposed Capital Spend Project	Theme	Indicative Sum	Notes	Headline Summary
CO1	Peat restoration & ditch blocking	Nature Recovery (30x30)	£4,000		Restoration plans for undertaking peatland restoration works on ENPA land.
CO7	Access enhancement - Hinds Pit Bridge preparatory work	Landscape & Heritage	£50,000		Carry out preparatory phase for installation of new pedestrian bridge across the River Barle a crucial piece of access infrastructure at Tarr Steps (key visitor destination). Includes purchase of small area of woodland or compensatory sum for access.
B01	Exmoor House common room	Invest to Save	£20,000	Works scheduled to take place over winter 2025/26	Creation of a new staff common room and welfare facilities at Exmoor House.
B04	Pinkery building enhancements	Income Generation	£150,000		New roof and enhanced classroom
	Filming equipment for Communications team	Invest to Save	£2,500		Filming equipment (gimble, tripod, lighting and video editing software) to enable in-house production. Videos could help drive traffic to website and increase income
B06	Equipment for Field Services Team to carry out woodland work for timber extraction and processing	Income Generation	£220,000	Potential to buy some or all of the items listed depending on available budget	Equipment to enable more efficient and effective timber extraction and processing by FST (e.g. tractor, trailer, highline winch, forestry grab, hydraulic breaker, cone log splitter, hydraulic rotator)
B10	White Rock Cottage kitchen and Ashcombe garden access enhancements	Income Generation	£75,000		Enhancements to White Rock Cottage facilities and works to Ashcombe gardens accessibility
B11	Danesbrook bridge enhancements	Landscape & Heritage	£8,000		
B18				Works to be completed by end of 2025	New bridge for footpath across the Danesbrook
B26	Replacement Planning System	Invest to Save	£136,000		Cost of new planning system
B27	White Tailed Eagle release equipment	Nature Recovery (30x30)	£30,000		Equipment to enable monitoring and tracking of White Tailed Eagles
B28	Pinkery enhancements, activities and equipment	Income Generation	£27,500		New facilities for outdoor activities at Pinkery (low ropes, tree climbing equipment). New electric cooker. Rebuilding drystone wall
B29	ENPA Estate livestock management equipment	Nature Recovery (30x30)	£35,000	This is in addition to budget already allocated under A04	Mobile Cattle Crush and panels, cattle collars for targeted grazing on ENPA Estate
B30	Sawmill facilities enhancements	Income Generation	£20,000		Sawmill Borehole and Composting Toilets
	AI mapping		£11,000		Habitat mapping using AI
	Pony pens	Nature Recovery (30x30)	£20,000		Handling facilities for ENPA Exmoor pony herd
			£1,185,000		
	DEFRA Capital (CDEL) Allocation in 2025/26		£1,403,443		
	Current overage		-£218,443		

**EXMOOR NATIONAL PARK AUTHORITY
ANALYSIS OF RESERVES**

	Balance 31/03/25	2025/26 Budget Allocations	Transfers to/(from) Reserves 2025/26	Projected Balance 01/04/26
	£	£	£	£
EARMARKED RESERVES				
<u>Conservation of Cultural Heritage</u>				
Archaeology	39,670	0	-8,000	31,670
Exmoor Pioneers	338,787	0	-85,000	253,787
Heritage Projects	33,397	0	-5,000	28,397
<u>Conservation of Natural Environment</u>				
Deer Monitoring Study	13,424	0	0	13,424
Woodland Mgt Reserve	31,762	25,000	-30,000	26,762
Ecology Projects Reserve	97,807	0	0	97,807
Ennis	16,467	0	-14,292	2,175
<u>Forward Planning & Communities</u>				
Planning Policy (Local Plan)	345,035	0	-10,000	335,035
Section 106 Agreements	96,000	0	0	96,000
Caremoor For Exmoor	185,590	0	-50,000	135,590
Conserv Area Appraisals & Neighbourhd Plan	12,283	0	0	12,283
Rural Enterprise	79,518	0	-10,000	69,518
<u>Development Management</u>				
Development of Planning Service	70,859	0	-25,000	45,859
<u>Promoting Understanding</u>				
National Park Centres spend to save	71,236	0	-30,000	41,236
Pinkery Reserve	20,000	0	-20,000	0
Engagement & Outreach	12,306	0	-10,000	2,306
<u>Rangers, Estates and Volunteers</u>				
Authority Estate	478,277	0	-178,000	300,277
Estates Capital Receipts Reserve	449,200	0	0	449,200
<u>Recreation Management</u>				
Rights of Way	109,452		-59,000	50,452
Active Travel Grant	100,000		-100,000	0
<u>Support Services</u>				
IT and Web Development	71,975	0	-10,000	61,975
Financial Resilience Reserve	50,000	0	0	50,000
Corporate Equipment & Vehicle Replacement	52,150	0	0	52,150
Modernisation	150,621	0	0	150,621
Internship and Trainee Fund	20,000	0	0	20,000
<u>Corporate & Democratic Core</u>				
Environmental Resilience	33,381	0	-25,000	8,381
Partnership Plan (Research & Development)	46,901	0	-5,000	41,901
Corporate Subscriptions	10,000	0	-10,000	0
Capital Development Reserve	100,000	0	0	100,000
TOTAL EARMARKED RESERVES	3,136,097	25000	-684292	2,476,806

PROGRAMMES & PARTNERSHIPS				
Programmes - fixed term	22,490		-7,500	14,990
Partnership Fund/ small grants scheme	20,433		-10,000	10,433
TOTAL PROGRAMMES & PARTNERSHIPS	42,923	0	-17,500	25,423
GENERAL FUND & CONTINGENCIES				
General Fund	232,141		17,859	250,000
Contingency Fund - General	349,966		-49,966	300,000
Contingency Fund - Legal	176,620		0	176,620
TOTAL GENERAL FUND & CONTINGENCIES	758,727	0	-32,107	726,620
TOTAL RESERVES	3,937,747	25,000	-733,899	3,228,848

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

	Previous	Original	Revised	Projected	Projected	Projected	Projected
	2024/25	2025/26	2025/26	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income							
National Park Grant Income (Defra)	3,211	3,211	2,968	2,968	2,968	2,968	2,968
- Fees - planning,	116	121	116	120	123	126	129
- Fees - car parks	95	100	103	109	114	119	124
- Interest earned	150	120	140	120	120	120	120
- Rents	197	185	198	198	202	206	210
- Grants & Contributions (Including Farming in Protected Landscapes)	2,078	1,615	2,074	1,396	1,424	1,452	1,481
- National Park Centre Sales Income	152	145	137	140	143	146	149
- Rights of Way Income	155	155	155	155	155	155	155
- Pinkery Trading Income	187	194	170	175	175	179	184
- Other	54	56	49	50	50	50	50
Total:	3,184	2,691	3,142	2,463	2,506	2,553	2,602
Total Income	6,395	5,902	6,110	5,431	5,474	5,521	5,570
Expenditure							
Pay							
Current Establishment (excluding Pinkery)	3,456	3,598	3,590	3,699	3,809	3,884	3,961
Pension Costs - Fixed Element	78	82	82	85	88	91	94
Target Pay Budget	3,534	3,680	3,672	3,784	3,897	3,975	4,055
Non-Pay							
Member costs	96	96	95	96	97	98	99
Premises costs	262	284	209	212	215	218	221
Insurance	57	55	55	56	57	58	59
Travel / vehicle costs	109	89	82	84	86	88	90
Equipment	110	85	60	61	62	63	64
Contracted work (e.g. project expenditure, audit fees, legal services)	1,361	855	1,370	715	718	721	724
Grants and contributions	4	-	-	-	-	-	-
Subscriptions	24	24	41	41	41	41	41
National Park Centre Cost of Goods Sold	94	82	79	84	86	88	89
Consumables	57	59	48	49	50	51	52
ICT Expenditure	81	79	75	76	77	78	79
Communications	24	19	16	17	18	19	20
Toilet & car park costs	95	100	103	104	105	106	107
Pinkery	187	194	170	175	175	179	184
Total non-pay budget	2,561	2,021	2,403	1,770	1,787	1,807	1,829
Total Budget	6,095	5,701	6,075	5,554	5,683	5,782	5,883
Programmes, Partnerships & Contributions to Reserves							
Contributions to Reserves	270	151	25	-	-	-	-
Top Sliced Programmes	30	30	10	10	10	10	10
Partnership Fund - small grants scheme/ Contingency		20	0				
Total available Programmes & Partnerships Budget	300	201	35	10	10	10	10
Total expenditure	6,395	5,902	6,110	5,564	5,693	5,792	5,893
Savings yet to be identified	0	0	0	-133	-220	-271	-323

EXMOOR NATIONAL PARK AUTHORITY

4 NOVEMBER 2025

TREASURY MANAGEMENT MID-YEAR REPORT

Report of the Chief Finance Officer

Purpose of Report: To report to Members on Treasury Management Performance for the first six months of the 2025/26 financial year.

Recommendation: The Authority is recommended to **NOTE** the Treasury Management mid-year outturn for the first six months of 2025/26.

Authority Priority: Getting best value from our resources and improving our performance – Finance and Performance - Financial Management

Legal and Equality Implications: Section 65(4) Environment Act 1995 – provides powers to the National Park Authority to “do anything which in the opinion of the Authority, is calculated to facilitate, or is conducive or incidental to-

(a) The accomplishment of the purposes mentioned in s. 65 (1) [National Park purposes]

(b) The carrying out of any functions conferred on it by virtue of any other enactment.”

Local Government Act 2003, Parts 1-3 (Capital Finance, Financial Administration and Grants), Sections 1-39

Accounts and Audit (England) Regulations 2011, Part 2 (Financial Management and Internal Control)

The equality and human rights impact of the recommendations of this report have been assessed as having no adverse impact on any particular group or individual.

Climate Change Response: This report does not have an adverse impact on our ability to respond to Climate Change. Interest receipts

Background Papers:

The Local Government Act 2003 (LGA 2003)

The CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes Revised Edition 2021 (CIPFA TM Code).

The CIPFA Prudential Code for Capital Finance in Local Authorities: Revised Edition 2021 (CIPFA Prudential Code).

1. Introduction

- 1.1 The Treasury Management Strategy for 2025/26 is underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy’s (CIPFA) Code of Practice on Treasury Management (Revised 2021), which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the forthcoming financial year. The Code also recommends that the Authority is informed of Treasury Management activities at least twice a year.

- 1.2 CIPFA published new versions of the Prudential Code for Capital Finance in Local Authorities (Prudential Code) and the Treasury Management Code of Practice. The Department for Levelling Up, Housing, and Communities (DLUHC) also published revised Investment Guidance which came into effect from April 2018. This report gives a summarised account of Treasury Management activity and outturn for the first half of the year, and ensures the Authority is embracing best practice in accordance with CIPFA recommendations.
- 1.3 During the reporting period, Somerset Council (SC) has managed Treasury Management activities under a new Service Level Agreement. SC sweeps cash daily between ENPA and SC accounts to bring the ENPA account to zero. It then amalgamates ENPA cash with its own and lends it into the cash market. ENPA receives the overall rate earned by SC cash investments, minus an administration fee.
- 1.4 The Authority delegates responsibility for the implementation and monitoring of its treasury management policies and practices, and the execution of administration of treasury management decisions, to me as Chief Finance Officer.

2. Investment Activity

- 2.1 A total of £77,145 has been earned in gross interest in the first six months of the year on an average balance of £3.61m (£83,677 on £3.19m for the same period 2024/25). An administration fee of £905 was deducted, giving net income of £76,241 for the period.
- 2.2 The return has been 4.26% on an average balance of £3.61m. When compared to the market, this was 0.13% higher than the overnight SONIA rate (a benchmark rate at which Banks will lend to each other), and 0.03% above average base rate. The table below highlights these figures: -

	Balance on 31/03/2025 £000	Rate as at 31/03 %	Balance on 30/09/2025 £000	Rate as at 30/09 %	Average Balance for period £000	Average Rate for period %
Balances	3,689	4.95	3,703	4.13	3,609	4.26

- 2.3 The Guidance on Local Government Investments in England gives priority to security and liquidity and the Authority's aim is to achieve a yield commensurate with these principles.
- 2.4 As mentioned in 1.3, SC has managed Treasury Management activities under an agreed Service Level Agreement. The current arrangement strategy of lending all surplus funds to SC represents an investment that is virtually free from risk of counterparty default, as SC is the only counterparty.
- 2.5 Security of capital remained SC's main investment objective. Current SC approved cash deposit counterparties are listed in the table below. Those used during the first half of the year are denoted with a hashtag.

Bank		Sterling LVNAV Money Market Funds	
Barclays Bank UK Plc		Aviva	#
Lloyds Bank Plc	#	Deutsche	#
National Westminster Bank	#	Federated Prime	#
Santander UK		Insight	#
Australia & New Zealand Bank	#	Invesco Aim	#
Standard Chartered Bank		LGIM	#
Development Bank of Singapore	#	SSGA	#
Toronto Dominion Bank			
Landesbank Hessen-Thüringen Girozentrale (Helaba)		Other	
Bank of Montreal		DMO	#
DZ Bank		Other Local Authorities	# (5 deals)
National Bank of Canada			

2.6 During the period SC has continuously monitored counterparties, and all ratings of proposed counterparties have been subject to verification on the day, immediately prior to investment. Other indicators taken into account have been:

- Credit Default Swaps and Government Bond Spreads.
- GDP and Net Debt as a Percentage of GDP for sovereign countries.
- Likelihood and strength of Parental Support.
- Banking resolution mechanisms for the restructure of failing financial institutions i.e. bail-in.
- Share Price.
- Market information on corporate developments and market sentiment towards the counterparties and sovereigns.

Counterparty Update

- 2.7 SC advisors, Arlingclose maintained its recommended maximum unsecured duration limit on the majority of the banks on its counterparty list at 6 months. The other banks remain on 100 days.
- 2.8 Early in the period, Fitch upgraded NatWest Group and related entities to AA- from A+, while Moody's downgraded the long-term rating on the United States sovereign to Aa1 in May. Then in the second quarter, Fitch upgraded HSBC, while Moody's upgraded Toronto-Dominion Bank.
- 2.9 After spiking in early April following the US trade tariff announcements, UK credit default swap prices have since generally trended downwards and ended the period at levels broadly in line with those in the first quarter of the calendar year and throughout most of 2024.
- 2.10 Financial market volatility is expected to remain a feature, at least in the near term and credit default swap levels will be monitored for signs of ongoing credit stress. As ever, the institutions and durations on the SC's counterparty list recommended by treasury management advisors Arlingclose remain under constant review.

3. The Economic Background

- 3.1 UK headline annual consumer price inflation (CPI) increased over the period, rising from 2.6% in March to 3.8% in August, still well above the Bank of England's (BoE) 2% target. Core inflation also rose, from 3.4% to 3.6% over the same period, albeit the August reading was down 0.2% from 3.8% the previous month. Services inflation also fell from July to August, to 4.7% from 5.0%.
- 3.2 The UK economy expanded by 0.7% in the first quarter of the calendar year and by 0.3% in the second quarter. In the final version of the Q2 2025 GDP report, annual growth was revised upwards to 1.4% year-on-year. However, monthly figures showed zero growth in July, in line with expectations, indicating a sluggish start to Q3.
- 3.3 Labour market data continued to soften throughout the period, with the unemployment rate rising and earnings growth easing, but probably not to an extent that would make the more hawkish Monetary Policy Committee (MPC) members comfortable with further rate cuts. In addition, the employment rate rose while the economic inactivity rate and number of vacancies fell.
- 3.4 The BoE's MPC cut Bank Rate from 4.5% to 4.25% in May and to 4.0% in August after an unprecedented second round of voting. The final 5-4 vote was for a 25bps cut, with the minority wanting no change. In September, seven MPC members voted to hold rates while two preferred a 25bps cut. The Committee's views still differ on whether the upside risks from inflation expectations and wage setting outweigh downside risks from weaker demand and growth.
- 3.5 The August BoE Monetary Policy Report highlighted that after peaking in Q3 2025, inflation is projected to fall back to target by mid-2027, helped by increasing spare capacity in the economy and the ongoing effects from past tighter policy rates. GDP is expected to remain weak in the near-term while over the medium-term, the outlook will be influenced by domestic and global developments.
- 3.6 Over the period, the 10-year UK benchmark gilt yield started at 4.65% and ended at 4.70%. However, these six months saw significant volatility with the 10-year yield hitting a low of 4.45% and a high of 4.82%. It was a broadly similar picture for the 20-year gilt which started at 5.18% and ended at 5.39% with a low and high of 5.10% and 5.55% respectively. The Money Market Overnight Rate (BID) averaged 4.13% over the six months to 30th September.
- 3.7 The 1-month, 3-month, 6-month, and 12-month Money Market rates averaged 4.14%, 4.15%, 4.21%, and 4.19% respectively over the period, and ended the period at 3.97%, 4.07%, 4.16%, and 4.18% respectively, reductions from last year of 0.85%, 0.81%, 0.61% and 0.38% respectively.
- 3.8 The effect that economic conditions had on money market rates during the period, can be seen in Table 1, Appendix A.

4. Debt Management

- 4.1 The Authority is currently debt free. Any potential borrowing is driven by the capital plan. There are no plans that would necessitate borrowing during the remainder of 2025/26 or in the foreseeable future.

5. Compliance with Prudential Indicators

- 5.1 The Authority has no borrowing, and all lending remains at a maximum of one month duration, therefore all Prudential Indicators remain at zero. For completeness of reporting, and in line with the CIPFA code, the Authority can confirm that it has

complied with its Prudential Indicators for 2024/25. Those agreed by Full Authority and actual figures as at 30th September are included below: -

Operational boundary and Authorised limit	2025/26 £thousand	As at 30th September 2025 £thousand
Authorised limit (borrowing only)	100	0.0
Operational boundary (borrowing only)	100	0.0

Maturity structure of borrowing	Upper Limit %	Lower Limit %	As at 30th September 2025 %
Under 12 months	100	0	0
>12 months and within 24 months	0	0	0
>24 months and within 5 years	0	0	0
>5 years and within 10 years	0	0	0

Prudential Limit for principal sums invested for periods longer than 365 days	2025/26 £m	As at 30th September 2025 £m
	0	0

SC has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating / credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk (in conjunction with Arlingclose) and will be calculated quarterly.

Credit Risk Indicator	Target	Actual
Portfolio average credit rating (score)	A (6)	AA-(4.49)

6. Outlook for Quarters 3 & 4

- 6.1 As expected, the MPC held Bank Rate at 4.0% in September, while continuing to signal the expectation of “gradual and careful” policy easing. The MPC minutes also emphasised some Committee Members’ concerns about second round inflation effects. The shift in MPC focus over the past few months has increased uncertainty over the timing of the next rate cut.
- 6.2 CPI Inflation remained at 3.8% in August, but the expectation is for the CPI rate to peak around 4% this month and remain elevated into next year. The rise is largely the result of higher food and regulated prices, and labour costs. Services inflation remains elevated but has eased recently. Inflation expectations have picked up, but this is likely largely the result of the noticeable rise in food prices.
- 6.3 Underlying GDP growth remains subdued. While Q1 2025 has been relatively strong, this was partly due to one-off factors. Q3 GDP growth is likely to slow, with July’s GDP figures suggesting a lack of momentum. Downside risks persist, most notably the rising probability of fiscal tightening in the Budget.

6.4 The MPC's sensitivity to higher inflation is partly offsetting the effect of the weak economic environment on Bank Rate expectations. However, the market continues to forecast at least one more 0.25% rate cut in 2025/26 to 3.75%, while recognising that uncertainty over the timing of this move has increased.

A table of forecast rates to September 2028 is shown below: -

	Dec 25	Mar 26	Jun 26	Sep 26	Dec 26	Mar 27
Upside Risk	0.25	0.25	0.50	0.50	0.50	0.50
Base Rate	3.75	3.75	3.75	3.75	3.75	3.75
Downside Risk	-0.25	-0.25	-0.50	-0.75	-1.00	-1.00
	Jun 27	Sept 27	Dec 27	Mar 28	Jun 28	Sep 28
Upside Risk	0.50	0.50	0.50	0.50	0.50	0.50
Base Rate	3.75	3.75	3.75	3.75	3.75	3.75
Downside Risk	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00

7. Summary

7.1 In compliance with the requirements of the CIPFA Code of Practice this report provides Members with a summary report of the treasury management activity during the first six months of 2025/26. As indicated in this report none of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

Ben Barrett

Head of Enterprise and Operations (Chief Finance Officer)

October 2025

Appendix A

Money Market Data and PWLB Rates

The average low and high rates correspond to the rates during the financial year-to-date, rather than those in the tables below.

Table 1: Bank Rate, Money Market Rates (BID Rates)

Date	Bank Rate	O/N Rate	7-day Rate	1-month Rate	3-month Rate	6-month Rate	12-month Rate
01/04/2025	4.50	4.39	4.40	4.41	4.39	4.42	4.42
30/04/2025	4.50	4.42	4.24	4.26	4.27	4.19	4.15
31/05/2025	4.25	4.19	4.17	4.21	4.25	4.35	4.36
30/06/2025	4.25	4.17	4.21	4.19	4.14	4.17	4.10
31/07/2025	4.25	4.15	4.08	4.01	4.04	4.14	4.09
31/08/2025	4.00	3.88	3.92	3.95	4.01	4.16	4.16
30/09/2025	4.00	3.97	3.96	3.97	4.07	4.16	4.18
Minimum	4.00	3.86	3.91	3.93	3.99	4.09	4.05
Maximum	4.50	4.44	4.48	4.45	4.39	4.42	4.42
Average	4.23	4.13	4.15	4.14	4.15	4.21	4.19
Spread	0.50	0.58	0.57	0.52	0.40	0.33	0.37

Table 2: PWLB Borrowing Rates – Fixed Rate, Equal Instalment of Principal (EIP) Loans

Change Date	Notice No	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2025	127/25	5.02	5.16	5.60	5.93	6.09	6.15
30/04/2025	166/25	4.69	4.88	5.44	5.83	6.03	6.10
31/05/2025	206/25	4.92	5.13	5.67	6.05	6.24	6.32
30/06/2025	248/25	4.73	4.93	5.49	5.88	6.08	6.17
31/07/2025	294/25	4.81	5.04	5.61	6.02	6.23	6.32
31/08/2025	334/25	4.88	5.13	5.75	6.17	6.40	6.50
30/09/2025	378/25	4.95	5.18	5.76	6.15	6.35	6.44
	Low	4.66	4.85	5.39	5.74	5.91	5.98
	High	5.04	5.22	5.85	6.28	6.51	6.61
	Average	4.83	5.05	5.62	6.02	6.22	6.31
	Spread	0.38	0.37	0.46	0.54	0.60	0.63

Table 3: PWLB Borrowing Rates – Fixed Rate, Maturity Loans

Change Date	Notice No	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2025	127/25	5.14	5.58	6.08	6.16	6.07	5.83
30/04/2025	166/25	4.85	5.41	6.02	6.12	6.02	5.76
31/05/2025	206/25	5.11	5.65	6.23	6.34	6.26	6.04
30/06/2025	248/25	4.90	5.47	6.08	6.19	6.12	5.91
31/07/2025	294/25	5.01	5.58	6.22	6.34	6.27	6.07
31/08/2025	334/25	5.10	5.72	6.39	6.53	6.45	6.23
30/09/2025	378/25	5.15	5.73	6.34	6.46	6.39	6.18
	Low	4.82	5.37	5.91	6.00	5.91	5.66
	High	5.19	5.82	6.50	6.65	6.57	6.34
	Average	5.02	5.60	6.22	6.33	6.25	6.03
	Spread	0.37	0.45	0.59	0.65	0.66	0.68

EXMOOR NATIONAL PARK AUTHORITY

4 November 2025

RISK MANAGEMENT

Report of the Head of Enterprise and Operations

Purpose of Report: To report that the review of the risk management arrangements for the Authority has been conducted.

RECOMMENDATIONS: The National Park Authority is recommended to:

- (1) NOTE that the annual review of Risk Management has been conducted.
- (2) APPROVE the Health, Safety & Welfare Policy set out in Appendix 1.
- (3) APPROVE the Risk Management Policy and Strategy contained in Appendix 2 and 3.
- (4) APPROVE the Strategic Risk Register and Risk Map set out in Appendices 4 and 5.
- (5) NOTE that the Business Continuity / Disaster Recovery Plan has been reviewed.

Authority Priority: Achieve by providing core services; getting best value from our resources and improving our performance.

Legal and Equality Implications: The equality impact of the recommendation of this report has been assessed as having no adverse effects regarding equality impact.

Consideration has been given to the provisions of the Human Rights Act 1988 and an assessment of the implications of the recommendation of this report is that there are no adverse impacts on human rights.

Financial and Risk Implications: Provision is made in the annual budget for managing risk, including health and safety requirements. The review has highlighted no additional financial requirement and confirmed that arrangements are in place for the management of risk.

Climate Response: The report highlights the risk of the Authority's failure to reach carbon reduction targets and the impact of climate change to service provision.

1. Introduction

- 1.1 A root and branch review of the risk management arrangements was conducted in 2024 utilising our Governance Partner, Devon Assurance Partnership. This review included a suite of training sessions for Leadership Team, Delivery Team and other key staff members and resulted in the publication of a new Risk Management Strategy and Policy document, along with resources for staff to undertake Risk Management Reviews and scoring.
- 1.2 The process of risk management is intended to make sure that those managing an organisation, and its work activities are fully aware of the inherent risks and adopt the necessary, balanced precautions. It is not about cultivating a risk averse culture, but it is about managing adverse risks. Risk Management can be of

increased importance at a time when an organisation could be facing momentous change.

- 1.3 The Institute of Risk Managers has produced this definition of risk management: - “the identification, measurement, control and financing of those risks which threaten the existence, the assets, the income or the personnel of an organisation or the services it provides.”
- 1.4 Specifically, risk management aims to cover all areas of an organisation’s activities including decision making and performance management. In so doing it endeavours to:
 - Protect service delivery and its impacts on the general public.
 - Protect the image and reputation of the Authority.
 - Secure the assets of the Authority.
 - Secure the funding and income sources of the Authority.
 - Secure the well-being of employees and users of services.
 - Ensure the integrity and resilience of information systems.
 - Ensure probity and sound ethical conduct.
 - Avoid criminal prosecution or civil litigation.
 - Avoid economic loss, fraud or corruption.
 - Inform and enhance performance management

2. The Authority’s Current Position

- 2.1 The possibility of a risk happening, materialising into an adverse event is always a possibility and Exmoor National Park Authority already has a wide range of measures in place to protect itself and prevent the realisation of risks. These include:
 - Promotion of a strong health and safety culture.
 - All staff have the opportunity to raise any health, safety and welfare concerns with their Manager, HR or at regular team meetings. Any accidents or “near misses” are recorded and investigated so as to prevent any recurrence.
 - The online Risk Assessment system continues to work well. Fire and Legionella risk assessments have been updated for Exmoor House and the other corporate properties.
 - Equity, Diversity and Inclusion (EDI) Strategy has recently been approved by Authority and a set of 5 corporate values developed, agreed and communicated (We **Champion**, We are **Ambitious**, We are **Collaborative**, We are **Welcoming**, and We will **Make a Difference**). ENPA has signed up to the new Mindful Employer Plus service providing a health and well-being support portal and counselling sessions.
 - We have updated our Bullying and Harassment policy to include the New Worker Protection (Amendment to the Equality Act 2010) 2023, which came into force in 2024. We are seeking to refresh staff training on Mental Health awareness. The Authority has signed up to the Menopause Pledge and has developed a new Menopause at Work Policy, together with signposting and useful information on our intranet. Further training to support managers is planned for next year.

- Financial activities are scrutinised by the Internal and External auditors and annual reports are presented to the Authority. Each year a Treasury Management Strategy Statement is adopted by the Authority and on two other occasions through the year the Authority reports on compliance with it. The Authority prepares a Medium-Term Financial Plan covering a five-year period, agrees the Annual Budget and closely monitors all expenditure.
- In reaching a view on the 2023/24 accounts, the external auditors were required to report on the Authority's arrangements in improving economy, efficiency and effectiveness, governance, and financial sustainability. The auditors did not identify any weaknesses in respect of the Authority's VFM arrangements and provided an Un-qualified Opinion on the 2023/24 Statement of Accounts.
- Annual Governance Statement: an annual statement is produced and audited by the Devon Assurance Partnership (DAP), our internal auditors. A Code of Corporate Governance was produced, and this resulted with the audit opinion showing as High Standard with overall arrangements for generating the Annual Governance Statement being sound and effective.
- Legality: the posts of Chief Executive and Chief Finance Officer are staffed by experienced officers, and the Authority procures its Monitoring Officer through Devon County Council. These controls ensure the legality and reasonableness of its activities. Members of the Authority receive regular briefings on subjects necessary to ensure that legalities are followed.
- Insurance: the Authority is included in insurance tender arrangements across several national park authorities. This gives the Authority the opportunity to review its insurance cover to ensure that it is adequate and covers as much of its "transferable" risk as is practicable. Regular update meetings are held with insurance broker and underwriters.
- Performance Management: The objectives of the National Park Partnership Plan and Corporate Strategy 2023-2026 are linked to budgets and the work plans of all staff. Progress is monitored quarterly, and six-monthly reports are compiled so that the Leadership Team and the Authority are aware of progress and have early warning of any emerging problem areas.
- Condition maintenance surveys and safety plans are developed for all Authority owned properties. We are working with our insurers (Zurich Municipal) to have independent risk surveys undertaken at our more significant sites (Exford Depot, Exmoor House, and Lynmouth Pavilion).
- Project Management: The Authority uses a project management framework to help in the completion of a range of projects with which the Authority is involved.
- Conduct: The Standards Committee oversees standards of conduct, and Independent Persons are appointed to advise on breaches of the Member Code of Conduct. Members receive regular training to ensure that standards are maintained.
- Business Continuity / Disaster Recovery Plan: This provides a framework for action in the event of the loss of ICT services, the loss of Exmoor House and the Authority's other premises for an extended period. The investments in ICT capability over recent years has significantly improved resilience in this area.

2.2 Risk Management forms part of the corporate governance framework. The Corporate Governance arrangements are reviewed annually by the Chief Finance Officer and Solicitor and Monitoring Officer.

The Annual Accounts include a signed declaration by the Chief Finance Officer, and the Annual Governance Statement is signed by the Chairman and Chief Executive and included in the audited annual statement of accounts. The Annual Accounts are given formal approval by the Final Accounts Committee which receives a report from the appointed External Auditor.

- 2.3 The annual review of the Health, Safety & Welfare Policy has been conducted, and this is attached at Appendix 1 for consideration and approval. This has been reviewed to account for staff changes.
- 2.4 Following the review by Devon Assurance Partnership during 2024, the Risk Management Policy and Strategy documents have been reviewed by Leadership Team during Autumn 2025 and are included at Appendix 2 and 3 for review and approval. This have been produced in a way that is consistent with the approach Devon County Council and other Devon Local Authorities adopt.
- 2.5 An updated version of the Strategic Risk Register is attached at Appendix 4 and the results from this feed into the Risk Heat Map contained in Appendix 5. The Heat Map provides a visual representation of the severity (likelihood and Impact) of our strategic risks. Further information on the scoring contained within Appendix 4 and 5 is detailed within pages 5 and 6 of the RM policy documents. These are recommended for approval. At the current time, the Authority is facing a set of challenges that generate risks exceptional in terms of scale even though they may sound familiar. It is incredibly challenging to recruit and retain skilled staff and there is a clear impact in delivering services, seeking funding, and delivering projects. Contractors are also in high demand, and it is increasingly challenging to access expertise or deliver tender processes. This makes it harder to manage liabilities within the estate and protect our assets.
- 2.6 The Authority's financial position continues to represent the highest risk, both in terms of likelihood and potential impact. While we retain some one-off resources, such as reserves and other assets, the outlook for both the short and medium term remains difficult. The recent 8.2% reduction in our revenue national park grant (effective April 2025), combined with ongoing uncertainty about future DEFRA funding and more than a decade of insufficient financial support, means we must make significant adjustments to our core budget to ensure stability. Navigating these challenges will be a critical test of the Authority's leadership and governance over the next 12 to 24 months. Now, more than ever, it is essential that we concentrate on our key priorities and statutory obligations.

3 Business Continuity and Disaster Recovery

- 3.1 The Business Continuity/Disaster Recovery Plan (BCDR) is an integral part of the Authority's Risk Management Strategy. The BCDR Plan provides a framework for action in the event of the loss/disruption for an extended period of ICT Services, key staff, Exmoor House, and the Authority's other premises.
- 3.2 In reviewing the Plan the following factors have been considered:
 - The Authority provides no mission critical or emergency services that require continuous delivery.
 - In the event of a major incident, the Authority may have to cope with the loss of ICT Services, Exmoor House and its other premises for up to a week. This would have a detrimental effect on services in the short term. ICT services are still able to be provided if Exmoor House was inaccessible.

- Enhancements have been made to the Authority's resilience via the use of Microsoft 365 for Outlook and data hosting. This enables staff to access e-mail and calendars online rather than via the servers based at Exmoor House.
Further progress has been made over the use of SharePoint, OneDrive and MS Teams, which are embedded into our working practices. ICT Strategic aims are for the offsite hosting of data and applications.
- Regular backups and the retention of backup servers will enable the restoration of the ICT systems from a suitable location with sufficient connection speeds within 24-48 hours.
- Extreme events such as major fire to Exmoor House or serious ransomware attack will have an impact on length of restoration of services.
- Vital and unique records including planning records, contracts and land and property documentation will have a backup at a remote location and / or via cloud storage.
- The Authority's website, Financial, Payroll and Human Resources systems are hosted by third-party providers.
- Because Exmoor House is in a flood plain, key records are stored digitally or if held in paper form are either housed on the first floor of Exmoor House or raised off the ground. Documents are also held at the Town Centre Offices.
- All the Authority telephony lines are now cloud hosted. In the event of the loss of power to a site there are backup options covered using mobile phones and redirection of numbers.
- Exmoor House incoming calls would be answered in the event of a loss of power by utilising smartphones in the first instance. Recent transfer of telephony services to Cloud has enhanced our resilience with the ability to transfer lines to any location/device with internet access (alternative location, employees working from home).
- The Uninterrupted Power Supply (UPS) at Exmoor House would maintain power supplies to ICT equipment for at least 1 hour and 15 minutes to allow for an orderly shutdown. Out of hours the risks associated with a power failure are accepted.
- An incident information line service has been enabled which will be cascaded to staff to enable them to telephone in and listen to a recorded message providing them with information/instruction. This is predominantly used for instances of adverse weather.

3.3 We now have much greater experience of remote work, using video conferencing facilities and accessing the phone systems externally. We have a robust medium to long term ICT costed replacement plan which will ensure that the Authority's programmes and activities are supported, and these systems underpin a large proportion of the Authority Business Continuity and Disaster Recovery plan.

Ben Barrett
Head of Enterprise and Operations
October 2025



SECTION B. Health, Safety and Welfare

POLICY B1. HEALTH AND SAFETY

Policy Statement

This policy sets out the Authority's commitment to health, safety and welfare and the responsibilities of its staff and health and safety groups.

The Authority aims for excellence in the health, safety, and welfare of all its employees and of anyone else affected by its activities. It will achieve this through ensuring awareness, competence, and compliance and by enabling the development and sharing of good practice:

Awareness: All who work with and for the Authority will have an awareness and understanding of potential health and safety risks and their own responsibilities in achieving safe working practices. Identified risks will be assessed, controlled, and monitored.

Competence: All who work with and for the Authority will have the competence to undertake their work with minimum risks to health, safety, and welfare. People will be adequately instructed and trained to identify risks and implement safe working practices and will be empowered to raise health and safety concerns with all levels of management.

Compliance: All who work with and for the Authority will be required to report and investigate accidents, incidents and near misses to drive improvement in health and safety management. Managers will actively and openly monitor, and review working practices and implement any changes required to comply with legislation and improve our health and safety performance. We will engage and collaborate with contractors to ensure their working practices fulfil legislative and best practice requirements.

The Authority will allocate adequate resources for health and safety training, equipment and the development of working practices.

Contents

Page 2	1. Health, safety and welfare responsibilities
Page 5	2. Reporting health and safety issues
	3. Staff concerns
	4. Health, safety and welfare policies and procedures
Page 6	5. Officers referred to in this policy

1. HEALTH, SAFETY AND WELFARE RESPONSIBILITIES


Authority Members have a duty to ensure effective management of health and safety throughout the organisation. Authority Members will liaise with the Chief Executive to monitor delivery of commitments within this policy and ensure that adequate resources are available to meet the Authority's health, safety, and welfare responsibilities.

The Chief Executive has overall responsibility for the operation and development of health and safety policy and practice. They are responsible for ensuring, as far as reasonably possible, the health, safety and welfare of all staff and anyone else affected by the Authority's activities, and for:

- Providing strategic leadership in the management of health and safety at work and ensuring the Authority has adequate resources allocated in the annual budget to meet obligations.
- Ensuring the Authority is providing and maintaining equipment and systems of work that minimise risks to health, safety, and welfare.
- Ensuring the Authority is providing the information, instruction, and supervision necessary for the health and safety of all employees and anyone else affected by the Authority's activities.
- Ensuring the Authority's workplaces are in a safe condition and are adequate for the welfare of employees, ensuring there are safe means of leaving these places in the event of an emergency.
- Monitoring health and safety performance and establishing any groups that are a statutory requirement, requested by employees, or are necessary to progress aspects of health and safety policy or procedure (see also Staff Consultative Groups).

The Health and Safety Officer has responsibility for the following:


- Supporting the Chief Executive in the preparation and review of the Authority's health, safety and welfare policies and periodically bringing the Health, Safety and Welfare Policy to the attention of all employees to raise awareness and as a reminder of their responsibilities.
- Supporting Section Heads in the development of competence and compliance with safe systems of work, including risk assessments, and the monitoring and review of health and safety performance.
- Ensuring the Authority has access to specialist health, safety and welfare advice as required.
- Investigating work-related accidents reportable as defined in the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) and to commission external investigations of incidents as required.
- Ensuring appropriate fire safety arrangements are made for all the Authority's premises and adequate first aid provisions are in place.
- Having staff consultation arrangements in place to discuss health, safety, and welfare issues.

- 
- Ensuring statutory forms, accident records, statutory inspection records, risk assessment records and other health, safety and welfare records are properly completed and stored, including filing reports as required by the Health and Safety Executive.
 - Advising Leadership Team (Section Heads) on relevant health and safety legislation (including Statutory Notices) and policies to ensure compliance in all workplaces under their control.
 - Ensuring consideration of health and safety issues at Leadership Team meetings and ensuring regular reporting on performance to the Health and Safety Committee.

Sections Heads have a duty, in addition to those duties of a supervisor, to:

- Raise awareness and foster a commitment to, and a culture of, safe and healthy working within their team.
- Increase team competence and introduce and update safe systems of work.
- Ensure health and safety discipline and compliance.
- Ensure the effective communication of health and safety information.
- Carry out regular safety inspections of premises and activities including those included in the Public Safety Plan
- Ensure that risk assessments are carried out of all activities for which they are responsible and that these are updated promptly when appropriate.
- Ensure compliance with fire safety arrangements in all premises under their control.
- Ensure that all workplaces under their control comply with relevant health and safety legislation and with health and safety policies and that relevant statutory notices are displayed.
- Ensure that chemical and hazardous material used by their staff are clearly labelled and properly stored and recorded and that adequate information is given to staff.
- Maintain their personal competence to manage the health, safety, and welfare of their team, and those affected by Authority activities, through appropriate training as necessary.

Managers and supervisors have a duty to ensure that all people being supervised:

- Are aware of all the dangers associated with their workplace or work activity.
 - Are properly trained and supervised and are competent to carry out their work safely.
 - Are compliant in following risk assessments, health and safety procedures, safe systems of work, accident reporting, and other guidance issued.
 - Have all the relevant information about the safe use and storage of the equipment, chemicals, and materials with which they are working or that are present in their working environment.
 - Are using equipment that is in good condition, fitted with appropriate safety devices and maintained in safe repair.
 - Wear any protective clothing required.
 - Do what they can to ensure the health, safety, and welfare of everyone in the work area.
 - Are aware of all emergency procedures.
- 

Additionally, Managers and Supervisors must:

- Set a good example of safe practice.
- Monitor practices and follow up compliance issues.
- Ensure that risk assessments are carried out of all activities for which they are responsible and that these are updated promptly when appropriate.
- Ensure that equipment and facilities for which they are responsible are properly maintained.
- Record and investigate any accidents, near misses or potentially dangerous incidents and report them in the appropriate way to the Health and Safety Manager and the appropriate Section Head.
- Carry out frequent safety inspections of all work areas and activities under their control and take any necessary action.
- Ensure they remain informed by keeping up to date with the findings of the health and safety focus groups/committee and any current/new legislation.

The Head of Enterprise and Operations, together with the Facilities Team and managers, will ensure that regular safety inspections of premises and activities occur, including those in the Public Safety Plan.

All Employees have a duty to work safely to protect the health, safety and welfare of themselves and others. Any breach of this policy and reasonable health and safety procedures/instructions may result in internal disciplinary action. Severe breaches of health and safety procedures/policy may result in dismissal in line with the Authority's disciplinary procedures. You must therefore:

- Read and adhere to the Health, Safety and Welfare Policy and any revised versions issued (the most up-to-date policies are available to view or download from [SharePoint](#))
- Assist with the preparation of risk assessments to achieve safe working systems, and follow risk assessments, approved safety procedures and instructions (the Risk Assessment Library on [SharePoint](#) contains all the Authority's risk assessments)
- Work safely, being mindful at all times of your working environment and practices and potential risk to yourself and others.
- Use safety equipment and protective clothing provided to you and report any damage/issues with it.
- Not bring any item of personal electrical equipment into the workplace, other than mobile phones, tablets, laptops, and associated chargers.
- Know and follow all emergency procedures.
- Report any training needs and take part in relevant training – always work within your level of competency.
- Promptly report to your supervisor any hazards, incidents, accidents, near misses or anything that might put anyone's health and safety at risk.
- Cooperate in incident or accident investigations.

2. REPORTING HEALTH, SAFETY OR WELFARE ISSUES

Any incidents, accidents, near misses, safety concerns, or any request for health, safety, and welfare advice, must be via your line manager or the person supervising your work. Forms are available [here](#).

3. STAFF CONCERNS

Health, Safety and Welfare must be raised at regular Team Meetings and dealt with by the Manager. These should be reported at the next full Health, Safety and Welfare Committee on the Agenda.

Health, Safety and Welfare Committee meets quarterly and is chaired by the Chief Executive/Head of Enterprise and Operations. The Committee will discuss any issues identified at Team meetings, circulate information about new health and safety legislation or best practice, report on corporate health and safety matters (e.g., accident reporting) and any other relevant health, safety, or welfare issues. Again, it is the responsibility of those attending to cascade information to the staff they represent. Attendees include the Chief Executive, Health and Safety Officer, Section Heads, Delivery Team Managers, and the Senior Facilities Officer.

External assistance may be required at times when the Authority will identify key, high priority risk areas within its activities and will appoint professional, qualified assessors/advisors to review and monitor the implementation of policies and practices based on an assessment of risk.

4. HEALTH, SAFETY AND WELFARE POLICIES AND PROCEDURES

All the Authority's policies and procedures can be found on [SharePoint](#) or requested from the HR Officer. Some of the key policies and guidance include:

- First Aid, Near Miss and Emergency Evacuation (displayed around Authority buildings)
- Bullying and Harassment
- Whistleblowing
- Lone Working
- Personal Safety and Behaviour Safeguarding
- Safeguarding
- Safeguarding Disclosure Guidance
- Driving Authority Vehicles
- Use of personal vehicles on Authority business
- Flexible Working Arrangements (including hybrid working)
- Mental Health and Wellbeing
- Menopause in the Workplace
- Family Support Policies
- Alcohol and Substance Misuse Policy
- Smoke Free Workplaces

- Dogs at Work

5. OFFICERS REFERRED TO IN THIS POLICY

Chief Executive:	Sarah Bryan
Section Heads:	Ben Barrett (Head of Enterprise & Operations) Clare Reid (Head of Climate, Nature & Communities) Rob Wilson-North (Head of Access, Engagement & Estates)
Health & Safety Officer:	Ben Barrett
Managers/Supervisors:	Any employee of the Authority who is required to supervise other employees, contractors, or volunteers.
Facilities Officers:	Sue Cottrell Chris Jenkins
HR Officer:	Ellie Woodcock

USEFUL LINKS:

HSE Publication: [Workplace health, safety, and welfare](#)

HSE [Website](#)

ENPA POLICIES:

B1.1. GUIDANCE – First aid/accidents, incidents/near misses, and evacuation

E-LEARNING:

Display Screen Equipment (DSE)

Fire Safety

Introduction to Health and Safety (Managing Health and Safety for managers)

Manual Handling

Personal Safety

Lone Working

Reviewed	By	Amendment	Next review
09/2019	GMB/LT	Adopted: 10/2019	2021
06/2021	EW	Minor changes to formatting. Inserted note regarding meetings during coronavirus pandemic.	2022
		Adopted 10/2021	2022
09/2022	EW	Changes to Focus Groups, update to staffing	2023
10/2023	BJB/EW	Reviewed to reflect role changes.	Oct-2024
10/2024	BJB/EW	Reformatting	Oct-2025
10/2025	BJB/EW	Reviewed – minor changes to staff listed in the policy	Oct-2026



EXMOOR NATIONAL PARK AUTHORITY

RISK MANAGEMENT POLICY

EXMOOR NATIONAL PARK AUTHORITY

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. By understanding its purposes, it is essential to understand what could present a threat against the ability of achieving them, identifying & managing these threats/risks is an essential business practice and increases the overall likelihood of success against these purposes.

OBJECTIVE.

We define risk as *"The effect of uncertainty on objectives. The effect can be positive or negative"*. If our objectives (goals/purposes) are important to us, then identifying what events could potentially have an impact on our ability to achieve those objectives is vitally important.

We define Risk Management as 'A process to **identify, assess, manage and control** potential events or situations to provide reasonable assurance regarding the **achievement of the organisation's objectives**'. This policy sets out the Risk Management approach and process to achieve this.

INTRODUCTION.

In today's dynamic and ever-evolving landscape, it is essential to proactively identify, analyse and manage the myriad of risks that may impact an organisation. This Risk Management Policy serves as a cornerstone of our commitment to safeguarding our assets, reputation, and overall integrity.

The purpose of this policy is to establish a structured and consistent approach to risk management that aligns with our purposes, objectives and goals. By embedding robust risk management practices into our culture, we aim to enhance decision-making, create consistency, and ensure resilience in the face of uncertainties and change.

Through this policy, we seek to create a framework that empowers officers and managers to identify and assess potential risks in a consistent and structured manner. Our approach is built upon the principles of continuous improvement, collaboration, and accountability, fostering an environment where risk management is vital to our success.

By understanding Risk and Risk Management and having a clear process for identifying, assessing and managing risks will ultimately increase the likelihood of success in the pursuit of achieving our objectives, goals and purposes.

This document sets out a principles-based approach to Risk Management, we have ensured to comply with the 'UK Government – The Orange Book, Management of Risk Guidance' where possible and relevant.

1. GOVERNANCE AND LEADERSHIP.

As a public sector organisation, Exmoor National Park Authority (ENPA) has robust governance in place to ensure it protects itself from risks, threats and change. Additionally, ENPA ensures that it follows the 'CIPFA – International Framework: Good Governance in the Public Sector', specifically the principle:

Managing risks and performance through robust internal control and strong public financial management

The governing bodies of public sector entities need to ensure that the entities they oversee have implemented—and can sustain—an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. They consist of an ongoing process designed to identify and address significant risks involved in achieving an entity's outcomes.

A strong system of financial management is essential for the implementation of public sector policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability.

(Principle F - CIPFA – International Framework: Good Governance in the Public Sector' [InternationalFrameworkGoodGovernanceinthePublicSectorIFACCIPFA2.pdf](#))

ENPA issues an Annual Governance Statement (AGS), in which it outlines the various policies, procedures and accountabilities that contribute towards the overall governance of the organisation. Going forward this document will contribute towards the AGS for ENPA.

Leadership at ENPA consists of Members, Senior Leadership and Operational Management. The Authority has 22 members, 5 are Parish Members, 10 represent County Councils, 2 District Council and 5 are directly appointed by the Secretary of State. Senior Leadership consists of a Chief Executive, Head of Enterprise & Operations, Head of Access, Engagement & Estates and Head of Climate, Nature & Communities, along with eight Delivery Operational Managers.

All leaders (detailed above) have a responsibility to ensure that Risk Management is an essential part of how ENPA is directed, managed and controlled at all levels.

The Leadership Team (Chief Executive, Head of Enterprise & Operations, Head of Access, Engagement & Estates and Head of Climate, Nature & Communities) will own the Risk Framework and will periodically assess risk and opportunities to ENPA, both existing and emerging. However, members and operational managers also hold responsibility to ensure risks and opportunities are reviewed regularly and the Risk Management process is followed when assessing and analysing Risks and Opportunities.

Members will be sighted on the risks to ENP through a regular report to the **Exmoor National Park Authority Committee**. This report will detail the highest risks to the authority and will outline the planned response to these risks. It will also detail (where relevant) any new and emerging risks to the authority. Members will also be asked to review the responsibilities of Risk Management, The Risk Management Appetite and The Risk Management Framework annually at the **Exmoor National Park Authority Committee**, this review will be detailed in the Revisions section in this document.

The Risk approach, culture & appetite is defined in the 'ENP Risk Management Strategy' document.

2. INTEGRATION

The Risk Management process outlined in this document (Section 4) forms how ENP operates when working towards achieving objectives, however this is not limited to the achievement of other goals and purposes, such as:

- Projects and Programmes.
- Setting plans and strategies.
- Managing Performance across the organisation.
- Delivering improved outcomes
- Applying for and succeeding in the award of grants and subsidies.

Risk assessment will be conducted by ENP, in the appraisals of methods to meet objectives and purposes. Specific considerations will be particularly important in relation to financial, economic, regulatory and reputation risks.

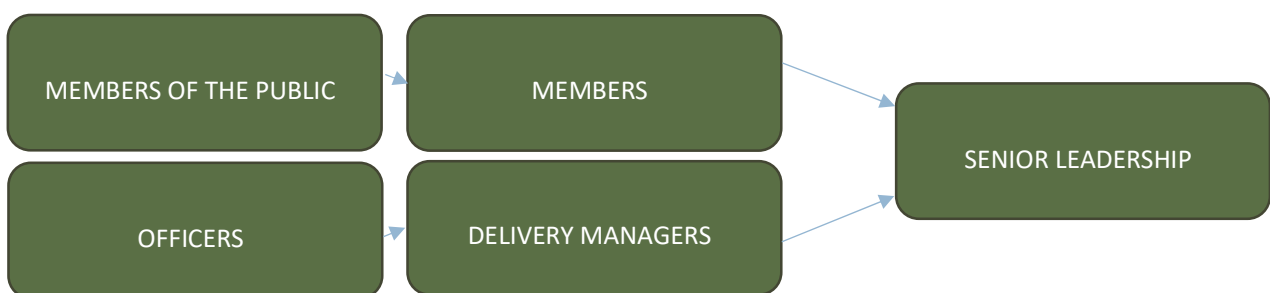
Potential future Risk and Opportunity identification through Horizon Scanning shall be a continuous task and be discussed regularly at Senior Leadership Team meetings and Delivery Management team meetings.

3. COLLABORATION

Devon Assurance Partnership (DAP) provides ENPA with Internal Audit Services, these services consider a core set of audits that cover Treasury Management, Accounting & Payments Systems and Payroll. Each audit considers several risk areas with the objective of identifying any vulnerabilities. To ensure any vulnerabilities are identified risk/risk management information shall be confidentially shared with DAP to assist in this process. Additionally, sharing this information will assist in identification of any points that may improve the overall efficiency and effectiveness of these core areas.

Additionally, collaboration will also be sought internally within ENPA:

- **Members:** Members will be able to raise risks and/or opportunities through the **Exmoor National Park Authority Committee** held each quarter. Additionally, if a risk area requires discussion and assessment before the Committee, Members are invited to contact the Senior Leadership Team at ENPA.
- **Delivery/Operation Management and Officers** can raise risks and/or opportunities through the Senior Leadership, using the process outlined in Section 4 in this document.
- **Members of the Public,** as service users and stakeholders at ENPA, can raise concern around risk areas, through their relevant elected/assigned member/s.



4. RISK MANAGEMENT PROCESS

The process of managing risk across ENPA is documented and shared across the organisation to ensure that there is a consistent method to manage risk, rather than an inconsistent and individual approach.

This processes, along with the rest of the Risk Management Framework promotes all staff to treat risk in the defined and agreed organisation approach, this provides increased efficiency around decision-making, better outcomes and increased likelihood of success against objectives, goals and purposes.



Source; UK GOV – The Orange Book

The key steps of the structured process are:

Risk identification and assessment: Through internal and external discussion, regular horizon scanning and operational awareness ENPA will identify risks that would have the potential to effect the ability to achieve objectives, goal and purposes. ENPA will assess risks using scoring and documentation that support the Risk Management Framework.

Risk treatment: Through assessment ENPA will determine if treatment is appropriate, if so, mitigating controls will be implemented to lower the likelihood of the threat and support achievement of intended outcomes and manage risks to an acceptable level.

Risk reporting: Timely, accurate and useful risk reporting to enhance the quality of decision-making and to support successful outcomes in the achievement of ENPA's purposes

Risk monitoring: ENPA will regularly review risks to ensure any changes in the internal or external context, that effect the likelihood and impact of each risk are reflected in the scoring and treatment of the risk.

Risk identification and assessment.

As outlined in Section 3, officers can identify and raise risks internally, through Delivery Managers and then, if relevant, to the Senior Leadership Team. Additionally, Delivery Managers are able to raise to the Senior Leadership Team if appropriate and relevant to do so.

As key stakeholders in the successful and smooth running of ENPA, Members are also able to raise awareness of risk areas or concerns through the Senior Leadership Team, that either they have become aware of, or that have been raised to them through public consultation.

Using risk scoring and scoring guidance (which establishes ENPA's risk appetite) as outlined below, an assessment can be commenced on the threat and, if required Treatment of the risk can be implemented.

ENPA Risk Scoring Matrix:

Likelihood	5	5	10	15	20	25	<table border="1"> <tr> <td>High</td> <td>20 > 25</td> </tr> <tr> <td>Medium</td> <td>10 > 19</td> </tr> <tr> <td>Low</td> <td>3 > 9</td> </tr> <tr> <td>Very Low</td> <td>0 > 2</td> </tr> </table>	High	20 > 25	Medium	10 > 19	Low	3 > 9	Very Low	0 > 2
	High	20 > 25													
	Medium	10 > 19													
	Low	3 > 9													
	Very Low	0 > 2													
	4	4	8	12	16	20									
3	3	6	9	12	15										
2	2	4	6	8	10										
1	1	2	3	4	5										
		1	2	3	4	5									
	Impact														

The definition of each of the scoring mechanisms are described below:

Likelihood Guidance	5	Very Likely	The Risk is almost certain to occur.
	4	Likely	The Risk is more likely to occur than not.
	3	Possible	The Risk is fairly likely to occur.
	2	Unlikely	The Risk is unlikely, but not impossible to occur.
	1	Rare	The Risk is very unlikely to occur.

Impact Guidance	5	Catastrophic	The Risk would have a CRITICAL insignificant impact on ENPA and its ability to achieve objectives.
	4	Major	The Risk would have a SEVERE impact on ENPA and its ability to achieve objectives.
	3	Moderate	The Risk would have a CONSIDERABLE insignificant impact on ENPA and its ability to achieve objectives.
	2	Minor	The Risk would have a SMALL impact on ENPA and its ability to achieve objectives.
	1	Negligible	The Risk would have a fairly INSIGNIFICANT impact on ENPA and its ability to achieve objectives.

*Further guidance and explanations on risk scoring can be found in ENPA's Risk **Strategy** Document.*

Once a risk has been recognised and assessed, and if the risk is 3 or above it will be added to ENPA's risk register, which will detail the risk event, risk category, risk scoring, mitigation controls and ownership.

Following the assessment of the risk using the above scoring will determine ENPA response to the risk. Additionally, ENPA will categorise the risk which will also form part of the response. The categories for risks are:

- **Financial**
- **Legal/Compliance**
- **Reputational**
- **Strategic**
- **Environmental**
- **Operational**

Risk treatment.

Our Risk assessment and evaluation will determine how we respond to Risk/s. ENPA recognises its response to risk will generally be.

Transfer (Whereby ENPA would share/transfer ownership and management of the risk.)

Terminate (ENPA would not take this risk.)

Tolerate (ENPA would accept and monitor of this risk.)

Treat (Whereby ENPA would implement mitigating controls to reduce the likelihood and/or the impact of the risk.)

ENPA recognises that as a public body, some of the activities and services it is required to provide and complete are statutory, as laid out by central government. Therefore, some of the risks associated with the achievement of these statutory services and activities cannot reasonably be 'Terminated' and therefore 'Treating' the risk becomes more important and robust and effective controls will be implemented to bring the risk to an acceptable level.

Mitigating controls that are implemented, will be carefully considered to ensure that they are reducing the likelihood of the risk occurring and/or lower the severity felt should the risk occur. Controls that do not reduce the likelihood/impact should be replaced with more effectively and/or efficient controls that achieve this.

All mitigating controls that are implemented will be recorded on ENPA's risk register, which will record the owner of that control, this will increase the overall accountability that the control remains effective. Regular reviews of the mitigating controls will be determined by the Current scoring of the risk, as outlined below:

Red (High) – Monthly.

Amber (Medium) – Every six months.

Yellow (Low) Annually.

When implementing mitigation measures to control the risk selected ENPA will ensure that the proposed actions are clear and concise, additionally the controls cost (whether that be time, money

or resource) does not outweigh the total cost of the risk occurring. For example, if the risk event occurred resulting in a £1000 loss to ENPA, the mitigating control should not cost more than this amount.

Risk monitoring.

ENPA recognises that risk monitoring is essential to support the understanding of how each risk changes throughout time. The extent of change both internally and externally is important to monitor as it could lead to significant changes to the overall likelihood of the risk occurring or the amount of severity felt if the risk did occur.

Risks that ENPA face will be monitored in line with their assessed scoring, as part of the Risk Management process. The risks profile, mitigating controls and scoring will be assessed as below:

Red (High) – Monthly.

Amber (Medium) – Every six months.

Yellow (Low) Annually.

Risk monitoring will include the overall risk profile, likelihood scoring, impact scoring and effectiveness of mitigating controls. The date of review will be recorded to provide reassurance to key stakeholders.

The outcome of risk monitoring should be included in the regular report to the **Exmoor National Park Authority Committee**. This report will detail the highest risks to the authority and will outline the planned response to these risks, additionally it will include any changes to risk profiles and any changes to the risk controls. This is intended to provide reassurance and confidence to members that risks that could have the biggest impact to ENPA are being carefully monitored and controlled.

Risk reporting.

Regular risk reporting to key stakeholders is important at ENPA, to ensure that key information is provided to assist in decision-making processes to successfully achieve our objectives, goals and purposes.

To provide the **Exmoor National Park Authority Committee** with updated information, regular reports will be presented to members at the **Exmoor National Park Authority Committee** meetings. This report will detail the highest risks to the authority and will outline the planned response to these risks, additionally it will include any changes to risk profiles and any changes to the risk controls. This is intended to provide reassurance and confidence to members that risks that could have the biggest impact to ENPA are being carefully monitored and controlled to an acceptable level. Members are encouraged to provide scrutiny to these reports and the approach to risk management; this scrutiny will provide effect governance around Risk Management at ENPA.

These risk reports will include clear and concise information to provide visibility over the risk and to demonstrate the exposure to the risk sits within the ENPA's defined **Risk Appetite** that is defined our Risk Management Strategy document.

As meeting minutes from the **Exmoor National Park Authority Committee** are made available to the public through ENPA's website, service users will be able to review this information. Occasionally, risk information may be redacted from public view to protect ENPA against harm, for example an approach to a Cyber risk may be moved out of public view to ensure this information cannot be used to the detriment of ENPA.

5. CONTINUOUS IMPROVEMENT

ENPA's aim is to utilise our Risk Management Framework to continuously improve over time using learning and experience. Using our collaboration with other organisations and professionals, will increase our understanding of risk management and we successfully utilise it as an effective business practice in the achievement of objectives, goals and purposes.

This document, alongside the other supporting documents with ENPA's Risk Management Framework will be regularly reviewed to ensure that they remain effective, compliant and capture any learning outcomes between review periods. Each document will contain a 'Revisions and Review' section which will detail the date of review and any revisions made. Any revisions will be agreed by the **Exmoor National Park Authority Committee** at the earliest possible opportunity.

6. REVISIONS AND REVIEW

Review Date	Revisions Made	Agreed by ENPA Committee Date
December 2024	New Policy.	December 2024
October 2025	LT review	November 2025 (TBC)

7. GLOSSARY

Term	Meaning
Risk	The effect of uncertainty on objectives. The effect can be positive or negative.
Risk Management	A process to identify, assess, manage and control potential events or situations to provide reasonable assurance regarding the achievement of the organisation's objectives.



EXMOOR NATIONAL PARK AUTHORITY

RISK MANAGEMENT STRATEGY

CONTENTS.

- 1. EXECUTIVE SUMMARY – PAGE 2**
- 2. VISION – PAGE 2**
- 3. BENEFITS AND OBLIGATIONS – PAGE 3**
- 4. RISK MANAGEMENT FRAMEWORK – PAGE 3/4**
- 5. RISK SCORING & GUIDANCE – PAGE 4**
- 6. RISK APPETITE – PAGE 5/6**
- 7. RISK REGISTERS – PAGE 7**
- 8. REVISIONS AND REVIEW – PAGE 8**
- 9. GLOSSARY – PAGE 8**

EXMOOR NATIONAL PARK AUTHORITY

Exmoor National Park Authority's (ENPA) 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. By understanding its purposes, it is essential to understand what could present a threat against the ability of achieving them, identifying & managing these threats/risks is an essential business practice and increases the overall likelihood of success against these purposes.

EXECUTIVE SUMMARY.

Recognising the environment, climate and area in which we operate, we fully understand that delivery against our defined purposes (objectives) is essential for the success of ENPA. We define risk as *“The effect of uncertainty on objectives. The effect can be positive or negative”*. If our objectives (goals/purposes) are important to us, then identifying what events could potentially have an impact on our ability to achieve those objectives is vitally important. Risk Management is an important business practice to ENPA to **identify, assess, manage and control** potential threats, and importantly provide a reasonable response to these risks.

Our Senior Leadership Team has taken a proactive approach to embedding a strong Risk Management culture, by consulting with specialists in the field from our assurance provider (Devon Assurance Partnership – DAP) and asking them to assist in the creation of this document and others that form our Risk Management framework. DAP have also provided Risk Management training, support, challenge and guidance to the Senior Leadership Team and the Delivery Management Team is the methodology of Risk Management, detailed in our Risk Management Policy document.

We want to be successful and robust to change and challenge, and we see being astute in the identification and management of potential risks, threats and opportunities as a mechanism to achieve this and thrive.

VISION

Our desire to be a successful and sustainable organisation is dependent on achieving our purposes, Risk Management is linked directly to the achievement of these purposes. Our vision is to embrace Risk Management by facing in to and managing risk to make informed decisions about how we achieve our goals.

Our key vision is to have a consistent method to identify, assess, manage and control risk at ENPA, to reduce risk being managed subjectively and inconsistently. By developing our new Risk Management Framework, including our Risk Management Policy, Strategy (including our Risk Appetite statement) and Scoring Methodology will ensure that this goal is achieved and a healthy Risk Culture is embedded.

By understanding Risk and Risk Management and having a clear process for identifying, assessing and managing risks will ultimately increase the likelihood of success in the pursuit of achieving our objectives, goals and purposes.

BENEFITS AND OBLIGATIONS.

As a public sector organisation, Exmoor National Park Authority (ENPA) has an obligation to actively recognise and respond to risks/threats that would affect the successful achievement of goals or delivering statutory services. Senior Managers and the Exmoor National Park Authority Committee jointly have responsibility to embed a Risk Management approach for the organisation. Additionally, ENPA ensures that it follows the ‘CIPFA – International Framework: Good Governance in the Public Sector’, specifically the principle:

Managing risks and performance through robust internal control and strong public financial management

The governing bodies of public sector entities need to ensure that the entities they oversee have implemented—and can sustain—an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. They consist of an ongoing process designed to identify and address significant risks involved in achieving an entity’s outcomes.

A strong system of financial management is essential for the implementation of public sector policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability.

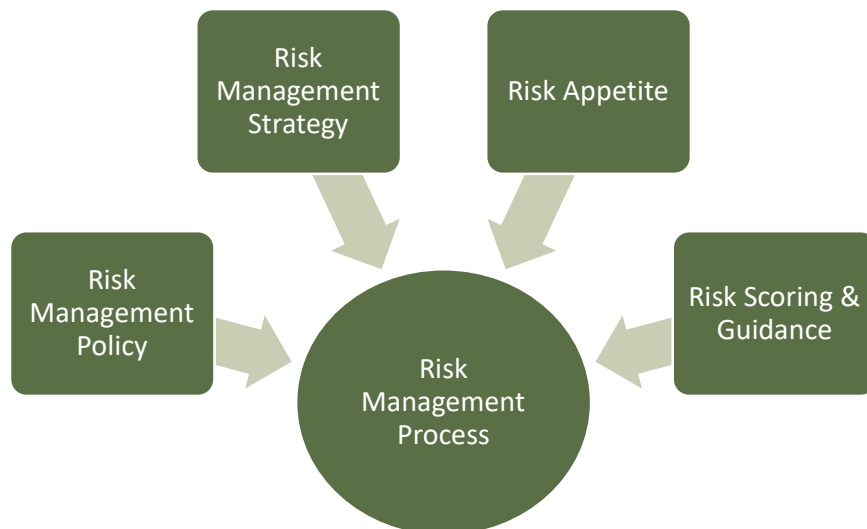
(Principle F - CIPFA – International Framework: Good Governance in the Public Sector’ [InternationalFrameworkGoodGovernanceinthePublicSectorIFACCIPFA2.pdf](#))

ENPA recognises the UK Government document ‘The Orange Book’ ([The Orange Book – Management of Risk – Principles and Concepts](#)) as a source of information to assist in developing a principle based approach, this is evident in our Risk Management Policy.

We recognise that Risk Management is not about avoiding risk, nor being risk adverse, but more about understanding the potential risks that could disrupt the ability to meet our purposes and deliver our services. By setting out a consistent, corporate approach to Risk Management reduces the likelihood of an individual risk approach, which would be based on a subjective approach rather than a documented and defined one – this helps our Managers and Officers make decisions quicker and increases the ability to exploit more opportunities.

RISK MANAGEMENT FRAMEWORK

The image below details our Risk Management Framework. Overall, our Risk Management Policy, Strategy (and Appetite) and scoring guidance feeds in to and supports the overall approach and process to risk for ENPA.



The process of managing risk across ENPA is documented and shared across the organisation to ensure that there is a consistent method to manage risk, rather than an inconsistent and individual approach.

This processes, along with the rest of the Risk Management Framework promotes all staff to treat risk in the defined and agreed organisation approach, this provides increased efficiency around decision-making, better outcomes and increased likelihood of success against objectives, goals and purposes.



Source; UK GOV – The Orange Book

The key steps of the structured process are:

Risk identification and assessment: Through internal and external discussion, regular horizon scanning and operational awareness ENPA will identify risks that would have the potential to affect the ability to achieve objectives, goal and purposes. ENPA will assess risks using scoring and documentation that support the Risk Management Framework.

Risk treatment: Through assessment ENPA will determine if treatment is appropriate, if so, mitigating controls will implemented to lower the likelihood of the threat and support achievement of intended outcomes and manage risks to an acceptable level.

Risk reporting: Timely, accurate and useful risk reporting to enhance the quality of decision-making and to support successful outcomes in the achievement of ENPA's purposes

Risk monitoring: ENPA will regularly review risks to ensure any changes in the internal or external context, that effect the likelihood and impact of each risk are reflected in the scoring and treatment of the risk.

RISK SCORING & GUIDANCE

A key part of accessing the potential threat or risk is considering the Likelihood of the risk occurring and the Impact that the threat or risk would have *if* the risk occurred.

Using risk scoring and scoring guidance as outlined below, an assessment can be commenced on the threat and, if required Treatment of the risk can be implemented.

ENPA Risk Scoring Matrix:

Likelihood	5	5	10	15	20	25	<table border="1"> <tr> <td>High</td> <td>20 > 25</td> </tr> <tr> <td>Medium</td> <td>10 > 19</td> </tr> <tr> <td>Low</td> <td>3 > 9</td> </tr> <tr> <td>Very Low</td> <td>0 > 2</td> </tr> </table>	High	20 > 25	Medium	10 > 19	Low	3 > 9	Very Low	0 > 2
	High	20 > 25													
	Medium	10 > 19													
	Low	3 > 9													
	Very Low	0 > 2													
	4	4	8	12	16	20									
3	3	6	9	12	15										
2	2	4	6	8	10										
1	1	2	3	4	5										
	1	2	3	4	5										
	Impact														

Once a risk has been recognised and assessed, and if the risk is scored **3 or above**, it will be added to ENPA’s risk register in which it will detail the risk event, risk category, risk scoring, mitigation controls and ownership. Therefore, if the risk is considered ‘Rare and Negligible’, ‘Unlikely and Negligible’ or ‘Minor and Rare’ ENPA would not recognise this risk and would tolerate the impact should the risk occur.

To ensure that the likelihood of the risk occurring is assessed consistently at ENPA, we have developed guidance as outlined below. If the potential risk event is assessed with at least one of each score, then the risk impact should be scored as this. For example, if a potential risk event is scored ‘Possible’ in 3 areas but ‘Likely’ in one, the score for impact would be ‘Likely’.

Likelihood Guidance	5	Very Likely	The Risk is almost CERTAIN to occur. "Is expected to occur/will undoubtedly happen"
	4	Likely	The Risk is MORE LIKELY to occur than not. "Will probably happen/has happened in the past"
	3	Possible	The Risk is FAIRLY LIKELY to occur. "Could happen in certain circumstances/has happened elsewhere"
	2	Unlikely	The Risk is UNLIKELY , but not impossible to occur. "May occur in exceptional circumstances/not expected to happen"
	1	Rare	The Risk is VERY UNLIKELY to occur. "Very unlikely this will ever happen/never likely to occur"

The assessment of the impact *if* the risk occurred would consider the categories of risk that ENPA has established. The categories for risks are:

- Financial – Legal/Compliance – Reputational**
- Strategic – Environmental – Operational**

To ensure that the impact *if* the risk occurred of risk is assessed consistently at ENPA, we have developed guidance as outlined below. If the potential risk event is assessed with at least one of each score, then the risk impact should be scored as this. For example, if a potential risk event is scored 'Moderate' in 3 areas but 'Major' in one, the score for impact would be 'Major'.

Score	Description	Impact Level	Financial	Legal/Compliance	Reputational	Strategic	Environmental	Operational
5	Catastrophic	The Risk would have a CRITICAL insignificant impact on ENPA and its ability to achieve objectives.	Over £100k	Major legal/compliance impacts to ENPA, including multiple claims, prosecution/s and/or defensible action is highly expected.	Significant loss of trust from the general public, stakeholders and service users and receives major media/social media attention locally, regionally and nationally.	Catastrophic impact on the achievement of our objectives and delivering our purposes, leading to zero chance on delivery against these goals.	Very serious impact on more than two areas of species, habitat or eco-systems.	Catastrophic impact on critical processes that ensure the smooth operation of ENPA and/or our National Park Centres, Recreation areas or assets - leading to failure to delivery operational capabilities.
4	Major	The Risk would have a SEVERE impact on ENPA and its ability to achieve objectives.	£25000 > £100000	Claim, prosecution, defensible action or breach of compliance is anticipated and legal interaction should be sought.	Major loss of trust from the general public, stakeholders and service users and receives media/social media attention both locally and regionally.	Major impact on the achievement of our objectives and delivering our purposes, leading to little chance on delivery against these goals.	Serious impact on two areas of species, habitat or eco-systems.	Major impact on critical processes that ensure the smooth operation of ENPA and/or our National Park Centres, Recreation areas or assets - leading to significant delays/outages to delivery operational capabilities.
3	Moderate	The Risk would have a CONSIDERABLE insignificant impact on ENPA and its ability to achieve objectives.	£10000 > £25000	Possibility of legal action including a small claim, defensible action or breach of compliance is anticipated.	Moderate loss of trust from the general public, stakeholders and service users and receives local media/social media attention.	Moderate impact on the achievement of our objectives and delivering our purposes, having some impact on delivery against these goals.	Considerable impact on one area of species, habitat or eco-systems.	Some impact on processes that ensure the smooth operation of ENPA and/or our National Park Centres, Recreation areas or assets - leading to short outages or interruptions to delivering operational capabilities.
2	Minor	The Risk would have a SMALL impact on ENPA and its ability to achieve objectives.	£1000 > £10000	Minimal legal impact or advice is required or small breach of an element of compliance.	Slight loss of trust from the general public, stakeholders and service user but no resulting impact.	Minor impact on the achievement of our objectives and delivering our purposes, leading to a very small impact on delivery against these goals.	Small impact on one area of species, habitat or eco-systems.	Little impact on any processes that ensure the smooth operation of ENPA and/or our National Park Centres, Recreation areas or assets - leading to a minor interruption to delivering operational capabilities.
1	Negligible	The Risk would have a fairly INSIGNIFICANT impact on ENPA and its ability to achieve objectives.	Under £1000	No legal/compliance action is anticipated.	No impact on trust received from the general public, stakeholders and service users.	No impact on the achievement of our objectives and delivering our purposes.	No or very small impact on the environment.	Very small or no impact to operational capabilities.

RISK APPETITE

ENPA recognises that by defining its appetite for risk and the response to risk would create and consistent approach leading to better decisions being made when attempting to achieve its goals, objectives and purposes. ENPA will respond to risk using one of the following options:

Transfer (Whereby ENPA would share/transfer ownership and management of the risk.)

Terminate (ENPA would not take this risk.)

Tolerate (ENPA would accept and monitor of this risk.)

Treat (Whereby ENPA would implement mitigating controls to reduce the likelihood and/or the impact of the risk.)

- Transfer – Utilising this option would only be used where a specific insurance policy is able to be sought or where ENPA would outsource management of a particular risk.
- Terminate – Whilst this option could be considered for risks scoring 20 and over, consideration would need to be given to the objective that is trying to be achieved by taking this risk. If the objective or goal is delivery a statutory service then, the action to achieve the goal may be terminated not the objectives itself.
- Tolerate – Risks that score 3 and under would be tolerated as they would only result in a negligible outcome.
- Treat – For all risks that score 4 and over mitigating controls will be implemented to ensure that they are reducing the likelihood of the risk occurring and/or lower the severity felt should the risk occur.

Depending on the risk score will determine how much resource should be implemented to manage the risk. Our objective at ENPA is to manage the risk to a lower level than the inherent risk. The ‘inherent’ risk score represents the risk *before* any controls are put in place, showing the raw nature of the risk. ENPA’s appetite, as mentioned above, is to endeavour to bring the ‘current’ score (with the controls in place) lower than the ‘inherent’ score. For example, a risk that is scored with a High rating, should be managed to a Medium, Low or Very Low. There may be specific occasions where this is not possible and if this is this case the risk register entry will detail the rationale behind this.

Regular reviews of the risk, including mitigating controls will be determined by the Current scoring of the risk, as outlined below:

Red (High) – Monthly.

Amber (Medium) – Every six months.

Yellow (Low) Annually.

RISK REGISTERS

ENPA utilises a comprehensive Risk Register to record all elements that feed into our Risk Management Process, the key points that our risk register includes are:

- **Risk Event.**
- **Objective/goal/purpose related to risk.**
- **Inherent Scoring (Likelihood and Impact).**
- **Risk Category.**
- **Current Scoring (Likelihood and Impact).**
- **Risk Owner.**
- **Mitigating Controls & Progress.**
- **Review date.**

Additionally, the risk register provides evidence of the movement of risk over time (between review periods) and owner of the risk/mitigating controls so that leaders and key stakeholders can ensure accountability is evident in Risk Management.

To provide the **Exmoor National Park Authority Committee** with updated information, regular reports will be presented to members at the **Exmoor National Park Authority Committee** meetings. This report will detail information from the Risk Register and will outline the response to these risks, additionally it will include any changes to risk scoring and an update to the risk controls.


Each risk will be reviewed (and risk register updated) according to the current risk score, for High Risks the risk will be reviewed Monthly, Medium Risks every 6 months and lastly Low risks will be reviewed Annually, unless there is a change to the risk before a risk is due.

REVISIONS AND REVIEW

Review Date	Revisions Made	Agreed by ENPA Committee Date
December 2024	New Document.	December 2024
October 2025	LT Review	November 2025 (TBC)

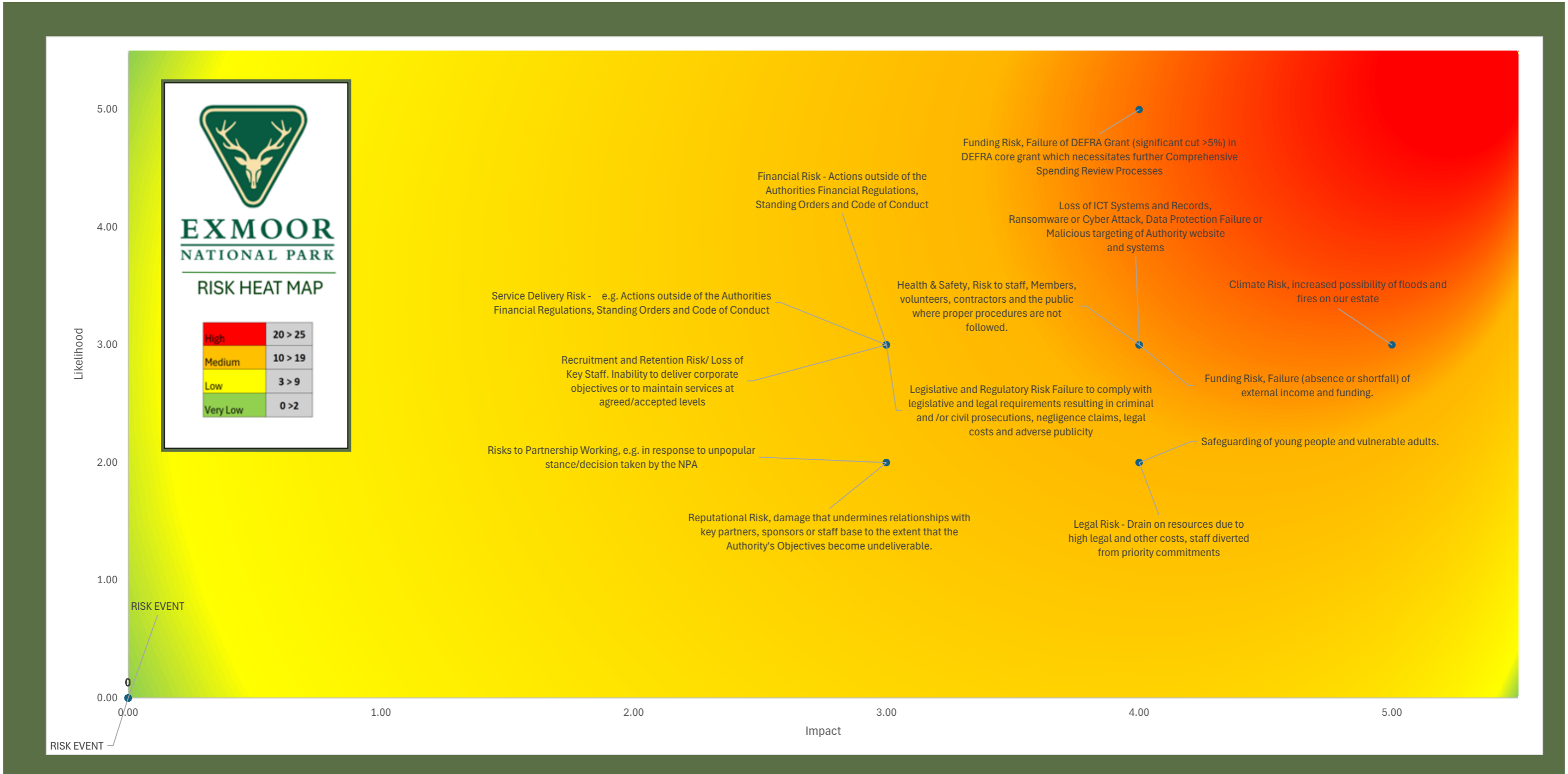
GLOSSARY

Term	Meaning
Risk	The effect of uncertainty on objectives. The effect can be positive or negative.
Risk Management	A process to identify, assess, manage and control potential events or situations to provide reasonable assurance regarding the achievement of the organisation's objectives.
Inherent Score	The risk score, before any controls or management is applied.
Current Score	The risk score post the implementation of controls.
Risk Appetite	The amount of risk an organisation is willing to take to achieve its goals.

 EXMOOR NATIONAL PARK RISK REGISTER	RISK EVENT	OBJECTIVE/S AFFECTED	RISK CATEGORY	INHERENT LIKELIHOOD SCORE	INHERENT IMPACT SCORE	OVERALL INHERENT SCORE	CURRENT LIKELIHOOD SCORE	CURRENT IMPACT SCORE	OVERALL CURRENT SCORE	RISK OWNER	MITIGATING CONTROLS/PROGRESS	REVIEW DUE	REVIEW NOTES
	Funding Risk, Failure of DEFRA Grant (significant cut >5%) in DEFRA core grant which necessitates further Comprehensive Spending Review Processes	ALL	Financial	5. Very Likely	4. Major	20-25. High	5. Very Likely	4. Major	20-25. High	Ben Barrett	1) Regular communications with DEFRA, NPE and others concerning future NPG levels. As recent events have shown we revisit assumptions within the MTFP as soon as we have better information and that has significant consequences. We currently have a single year resettlement with a promise of a three year settlement for 2026/27 onwards. 2) ENPA holds sufficient cash balances to cover the timing shortfall between the start of the financial year and the point at which DEFRA provides payment for the first tranche of National Park Grant and Farming in Protected Landscapes (FIPL) funding. 3) Ongoing review of annual budget and 5-year medium Term Financial Plan (MTFP), ensuring a sufficient balance of reserves is held to meet project commitments and provide appropriate contingencies.	01/01/2026	8% Revenue Reduction in 2025/26. Very short timescale given for major capital expenditure which further impacts staffing resilience. Uncertainty over future funding (both capital and revenue).
	Funding Risk, Failure (absence or shortfall) of external income and funding.	ALL	Financial	4. Likely	5. Catastrophic	20-25. High	3. Possible	4. Major	10-19. Medium	Ben Barrett	1) In the Corporate Strategy 2023-26, Priority Action 4 is to "Develop overall strategy for income generation, being commercial across our activities. With a cross-cutting action to update and implement the External Project Funding Strategy and Prospectus, and pursue opportunities for projects. 2) External income sources are varied and not linked to particular funding streams or client groups. Costs may reduce as income falls also. This will reduce the impact. 3) One-off grant monies are not relied upon to fund core costs. ENPA spending commitments are linked to funding stream and so can fall with the external grant. We need core staff who are experienced in delivering and acquiring external funds when considering organisational requirements. 4) Support continues currently and we continue to monitor the new funding sources. We employ a land agent to ensure that best value is achieved from land and property assets.5. Pipeline of external funding projects in process of continual review	01/04/2026	Landscape Recovery potential for not proceeding. Approval to continue Landscape Connections bid.
	Legal Risk - Drain on resources due to high legal and other costs, staff diverted from priority commitments	ALL	Legal/Compliance	3. Possible	4. Major	10-19. Medium	2. Unlikely	4. Major	3 > 9. Low		1) The Code of Corporate Governance, Annual Governance Statement and audits describe and monitor the governance arrangements. 2) Members Code of Conduct. The authority employs experienced members of staff who are able to advise against potentially illegal courses of action. 3) Experienced Solicitor and Monitoring Officer is employed to provide legal advice.	01/04/2026	Use has been made of independent legal advice (e.g. Barrister) where required for planning and other matters.
	Financial Risk - Actions outside of the Authorities Financial Regulations, Standing Orders and Code of Conduct	ALL	Financial	3. Possible	4. Major	10-19. Medium	3. Possible	3. Moderate	3 > 9. Low	Ben Barrett	1) Standing Orders and Financial Regulations in place, approved and staff are aware of. Budget monitoring reports are distributed on a monthly basis and are discussed with the Chief Finance Officer quarterly. All orders are authorised by the Chief Finance Officer. 2) Annual letter to staff setting out standards of conduct, Antifraud, Corruption and Bribery Policy. Procurement Processes in place and requires segregation of duties for purchasing goods and/or services. Both Internal and External Audit provide reassurance. 3) Condition maintenance surveys are undertaken and acted upon on a regular basis to ensure that needs are identified. Funds are identified as part of the budget setting process. 4) The financial impact of Job Evaluation is now known and we will work to identify cost pressures in advance of them arising. The impact of the possible 2024/25 pay award and Labour Government Budget 2024 decisions are still being assessed. A Business Review Process was completed and implemented with effect 1/4/2024 and the organisation undertakes internal reviews to mitigate identified budget gaps.	01/04/2026	CDEL situation is increasing the likelihood on this one

RISK EVENT	OBJECTIVE/S AFFECTED	RISK CATEGORY	INHERENT LIKELIHOOD SCORE	INHERENT IMPACT SCORE	OVERALL INHERENT SCORE	CURRENT LIKELIHOOD SCORE	CURRENT IMPACT SCORE	OVERALL CURRENT SCORE	RISK OWNER	MITIGATING CONTROLS/PROGRESS	REVIEW DUE	REVIEW NOTES
Service Delivery Risk - e.g. Actions outside of the Authorities Financial Regulations, Standing Orders and Code of Conduct	ALL	Strategic	3. Possible	4. Major	10-19. Medium	3. Possible	3. Moderate	3 > 9. Low	Sarah Bryan	1) Close liaison maintained with neighbouring Authorities. ENPA possesses video conferencing facilities and the ability of staff to work from home. 2) A Disaster Recovery and Business Continuity Plan in place. Remote working facilities provided. External message line and call cascade system in place. 3) ENPA maintained service provision in the context of the recent global pandemic. Civil emergencies are not an ENPA responsibility. County and District Civil Contingencies Unit are Cat 1 responders and have Major Incident Plan. 4) Certain members of staff are first aid trained, Risk Assessments are produced and incidents are reported to the Health and Safety Board. 5) We will continue to reduce our carbon emissions and invest in projects which support nature recovery and capture carbon.	01/04/2026	Reviewed, no changes
Recruitment and Retention Risk/ Loss of Key Staff. Inability to deliver corporate objectives or to maintain services at agreed/accepted levels	ALL	Strategic	3. Possible	4. Major	10-19. Medium	3. Possible	3. Moderate	3 > 9. Low	Sarah Bryan	1) Reward packages, relocation packages, targeted advertising, Job descriptions include cross cover, cover arrangements with other local authorities. 2) The Authority allows hybrid working and provides the necessary technology to facilitate this. 3) Continue to monitor staff turnover, with regular reporting to Authority.	01/04/2026	Staff Survey will inform ratings and mitigating factors on this.
Legislative and Regulatory Risk Failure to comply with legislative and legal requirements resulting in criminal and /or civil prosecutions, negligence claims, legal costs and adverse publicity	ALL	Legal/Compliance	4. Likely	4. Major	10-19. Medium	3. Possible	3. Moderate	3 > 9. Low	Ben Barrett	1) Health and Safety Policy and Health and Safety Officer in place. Safeguarding considered through policy and all meetings. Risk assessments undertaken and all stored within a central easily accessible repository. 2) Equality, Diversity and Inclusion policies established and communicated to staff and members. Equality Impact Assessments are undertaken. 3) All requests monitored by Senior Officer and quarterly reports passed to Leadership Team. E-mail protocols and search tools in place. ICT Acceptable Use policy in place for staff. 4) Professionally qualified planners advise on planning process and there is a programme of training for Authority Members. 5) Safety Plan in place with regular inspections. Support & maintenance contracts for plant & equipment in place. Staff Training on core risk areas.	01/04/2026	Reviewed, minor changes to mitigating controls
Health & Safety, Risk to staff, Members, volunteers, contractors and the public where proper procedures are not followed.	ALL	Legal/Compliance	4. Likely	4. Major	10-19. Medium	3. Possible	4. Major	10-19. Medium	Ben Barrett	1) Health and Safety Policy and Health and Safety Officer in place. Risk assessments undertaken and all stored within a central easily accessible repository. Annual review of all policy documents and processes. 2) Safety Plan in place with regular inspections. Support & maintenance contracts for plant & equipment in place. Staff Training on core risk areas. 3) Safety Risk Register is a dynamic SharePoint document to guard against physical/verbal abuse of staff 4) Quarterly Health & Safety Committee undertaken with Chief Executive, Department Heads and key operational staff.	01/04/2026	Reviewed, no changes
Reputational Risk, damage that undermines relationships with key partners, sponsors or staff base to the extent that the Authority's Objectives become undeliverable.		Reputational	3. Possible	4. Major	10-19. Medium	2. Unlikely	3. Moderate	3 > 9. Low	Sarah Bryan	1) A Communications Officer is in place, and staff receive media training and briefings on key issues. 2) Code of Conduct in place, annual declaration by staff and members 3) A Communications Officer in post, communications fed out through correct channels 4) We continue to monitor the legislative, environmental, regulatory and cultural landscape to ensure our practices are well supported and defensible. 5) Staff consulted on Spending Reviews and other significant events, decisions that impact on them, the organisation and other stakeholders. 6) Member Scrutiny and Partnership Groups oversight. Our internal and external engagement processes.	01/04/2026	Capital situation potentially increases likelihood of this risk.
Risks to Partnership Working, e.g. in response to unpopular stance/decision taken by the NPA	ALL	Strategic	3. Possible	4. Major	10-19. Medium	2. Unlikely	3. Moderate	3 > 9. Low	Sarah Bryan	1) Good consultation processes, National Park Forum, Parish Council Member representation, attendance at Parish meetings and area panels and the Exmoor Hill Farm Network. We will look to establish new relationships and links to Somerset Council new unitary authority. 2) Six monthly reporting of Corporate Plan Monitoring, complaints and compliments. Mandatory annual training for staff and members. Risk Management Training to Leadership and Delivery Team members.	01/04/2026	Reviewed, no changes

RISK EVENT	OBJECTIVE/S AFFECTED	RISK CATEGORY	INHERENT LIKELIHOOD SCORE	INHERENT IMPACT SCORE	OVERALL INHERENT SCORE	CURRENT LIKELIHOOD SCORE	CURRENT IMPACT SCORE	OVERALL CURRENT SCORE	RISK OWNER	MITIGATING CONTROLS/PROGRESS	REVIEW DUE	REVIEW NOTES
Climate Risk, increased possibility of floods and fires on our estate	1. A clear response to nature and climate crises	Environmental	4. Likely	5. Catastrophic	20-25. High	3. Possible	5. Catastrophic	10-19. Medium	Rob Wilson North	1) Protection of Property and Life is paramount 2) Action Plans in place. Establish clear authority contact, ensure chain of command and communication channels are in place. Risk Assess areas for propensity to be at risk from significant climatic events. Maintain links with emergency services and landowners 3) Lessons learned meetings after near-misses, emergency events. 4) Climate Adaptation Plan	01/04/2026	New Strategic Risk added in 2025/26
Safeguarding of young people and vulnerable adults.	ALL	Legal/Compliance	3. Possible	4. Major	10-19. Medium	2. Unlikely	4. Major	3 > 9. Low	Rob Wilson North	1) Ensuring that all activities involving children, young people and vulnerable adults are subject to the appropriate risk assessment to manage risk of all kinds. For group activities / events, ensure safeguarding guidance and awareness is included as part of the event briefing. The audience for the briefings should include volunteers. 2) The Authority's risk assessments in this area will be carried out by people with a good understanding of safeguarding issues appropriate to the activity and/or setting. 3) Providing adequate training to manage the risk to children, young people and vulnerable adults. 4) Ensuring all appropriate staff have been through the DBS checking procedure prior to any significant engagement with young people or vulnerable adults. 5) Ensuring that managers have a good understanding of safeguarding issues and ensure that job procedures within their services take account of this policy and include processes for dealing with relevant incidents.	01/04/2026	New Strategic Risk added in 2025/26
Loss of ICT Systems and Records, Ransomware or Cyber Attack, Data Protection Failure or Malicious targeting of Authority website and systems	ALL	Operational	4. Likely	4. Major	10-19. Medium	3. Possible	4. Major	10-19. Medium	Ben Barrett	1) Firewall and virus control software, password control, secure backups and failover equipment. Access control procedures, door access systems. 2) Encryption processes, GDPR awareness and training, Acceptable Use Policy and declaration. 3) Cyber governance and self-assessment. Annual Internal Audit work focussed on Information Governance and Cyber Security	01/04/2026	Reviewed, no changes



EXMOOR NATIONAL PARK AUTHORITY

4 November 2025

EXMOOR'S GOOD TOURISM PLAN

Report of the Head of Enterprise and Operations

Purpose of Report: To provide Members with an update on tourism on Exmoor and to present the final draft of Exmoor's Good Tourism Plan.

RECOMMENDATION: The Authority is recommended to ENDORSE the shared Good Tourism Plan for Exmoor.

Authority Priority: Under Aim E (A welcoming place for all) within the new Exmoor National Park Management Plan 2025-2030 is an objective that Exmoor is promoted and managed as a regenerative tourism destination, providing a great visitor experience, leaving the environment in a better state, and positively contributing to the well-being of local communities. Development of a Good Tourism Plan to deliver this objective is an action set out in the 2025/26 Corporate Plan for Exmoor.

Legal and Equality Implications: Section 65(4) Environment Act 1995 – provides powers to the National Park Authority to “do anything which in the opinion of the Authority, is calculated to facilitate, or is conducive or incidental to:-

- (a) the accomplishment of the purposes mentioned in s. 65 (1) [National Park purposes]
- (b) the carrying out of any functions conferred on it by virtue of any other enactment.”

The Authority has a ‘functional power of competency’ allowing it to do anything it considers for the purposes of the carrying out of any of its functions.

The equality impact of the recommendations of this report has been assessed as follows: There are no foreseen adverse impacts on any protected group(s). The plan identifies inclusion and accessibility as a priority focus for tourism partners.

Consideration has been given to the provisions of the Human Rights Act 1998 and an assessment of the implications of the recommendations of this report is as follows: There are no implications for the Human Rights Act.

Financial and Risk implications: There are no additional financial or risk implications arising from this report.

Climate Response: The plan highlights the potential climate impacts of tourism in addition to the impact of climate on tourism and seeks to minimise tourism emissions while adapting to climate change.

1. Introduction

- 1.1 Managing tourism well is essential to the delivery of our National Park Purposes as well as the socio-economic duty of the Authority. Tourism directly delivers against our 2nd purpose and duty and needs to be managed to avoid conflict with our 1st purpose.

- 1.2 Over the years we have worked with partners to help better manage tourism within the National Park. In 2007 we were one of the first English National Parks to gain the European Charter for Sustainable Tourism, and co-ordinated a shared Strategic Action Plan for Sustainable Tourism. Most recently we worked with Visit Exmoor and other partners to produce a coordinated Exmoor Tourism Covid Response and Recovery Plan to manage the impact of the pandemic on the sector, and to ensure a safe and responsible reopening of the National Park. This was hailed nationally as a blueprint in partnership working.
- 1.3 We have sought to build on these foundations to develop a new tourism plan for Exmoor focusing on 'good' tourism – tourism that is good not only for our businesses and visitors but also for our communities and landscapes. This will help to set out how tourism can be delivered on Exmoor in line with the objective within the new National Park management Plan (2025-2030) to promote and manage Exmoor as a regenerative tourism destination.
- 1.4 Regenerative tourism can be defined as an approach to tourism that seeks to not only minimise its impact but to have a net positive contribution on the places visited. The UK National Parks jointly published a vision for regenerative tourism last year: <https://www.nationalparks.uk/2024/08/20/uk-national-parks-set-out-new-vision-for-regenerative-tourism>.

2. Exmoor's Tourism in Context

- 2.1 During a 12-month period from July 2024 to June 2025 we conducted the Exmoor Visitor Survey at key locations across the National Park. The full report can be found online via www.exmoor-nationalpark.gov.uk/tourism, while a summary infographic of key results is attached as Appendix 1.
- 2.2 Key highlights include:
 - 100% perceive the National Park to be well managed and cared for.
 - Overall satisfaction is at an all-time high with over 99% rating their experience good or very good and a world-class Net Promoter score of +91.
 - Particularly strong satisfaction around accommodation, rights of way, and visitor attractions.
 - Areas of lowest satisfaction are around the provision of public toilets, public transport and roads.
 - A quarter of all visitors said poor digital connectivity had a significant impact on their enjoyment.
 - 97% arrived by private vehicle, with just 9% intending to use public transport while here. 47% reported that nothing would encourage them to use their car less. 49% said an increase in public transport and 47% said greater reliability / quality of public transport would be 'somewhat' or 'very' likely to encourage them to use their car less.
- 2.3 The STEAM survey is commissioned annually to monitor the long-term trends regarding the volume and value of tourism within the National Park and is also available online.
- 2.4 Looking at 2024 vs 2019 (as a pre-Covid baseline) visitor days have increased 2%, while the actual number of visitors has increased by 6% due to an increase in day

visits (up 11%) and a decline in overnight stays (for example a drop of 17% in those using serviced accommodation).

- 2.5 In real terms (accounting for inflation based on RPI) the value of tourism to the economy has increased by 2%. However, many costs in the hospitality sector have been increasing much higher than RPI, and so it is likely that the economic impact has more or less flat lined.
- 2.6 As part of the Exmoor National Management Plan consultation and engagement work a public opinion survey was conducted in 2023. This revealed 64% were concerned about the impact of too many visitors to popular sites on Exmoor, while 61% were concerned about there not being enough visitors to support local businesses. These results highlight the delicate balance we must manage. On the one hand tourism is essential to delivery of our second purpose, and duty, while without careful management it has the potential to conflict with our first purpose.
- 2.7 The approach we take at the National Park Authority is to focus more on the management of tourism than the promotion of tourism.

3. Summary of draft strategy

- 3.1 Exmoor's Good Tourism Plan has been developed in consultation with our tourism partners to provide a shared approach to managing a better kind of tourism on Exmoor. A final draft is attached as Appendix 2.
- 3.2 It is not intended to act as a detailed action or delivery plan. Building on the success of our shared Covid Response and Recovery Plan it provides the basis for joint consideration, shared messages and collaboration given there is no one single entity with sole responsibility for tourism on Exmoor.
- 3.3 To achieve good tourism on Exmoor the plan sets out 3 strategic objectives for Exmoor's future tourism that is:
 - **Regenerative** – ensuring that tourism leaves Exmoor a better place, having a net positive contribution on our communities and landscapes of Exmoor.
 - **Productive** – Increasing productivity and economic impact to reinvest in the community.
 - **Resilient** – Improving the resilience of the sector and the prospects of its businesses and employees and their community contribution over the long term.
- 3.4 Each partner will have their own work plans, ambitions and actions. Each partner has agreed to support these shared objectives. Under each objective are 3 suggested areas of focus, with some examples of the types of actions that can be developed and delivered to achieve the objective.
- 3.5 It is likely that different partners will focus on different objectives. For example, the National Park Authority may focus more on the regenerative objective, while industry bodies such as Visit Exmoor and local tourism association may focus more on the productive objective. If implemented together these will set us on a journey to achieve the best possible tourism on Exmoor. Tourism that is good for our landscape, communities, businesses and visitors.

3.6 The plan also provides a suggested approach to delivery that partners have signed up to, referred to as the '5 C's':

- **Care** Showing care for our landscapes, communities, businesses, and visitors.
- **Celebration** Celebrating all that is special about Exmoor, instilling a sense of pride in our communities and sharing this with visitors. There will be challenges, but we counter these by celebrating the good.
- **Communication** Sharing our intentions with each other, stakeholders and communities and amplifying messages where relevant.
- **Collaboration** Considering opportunities where we can collectively achieve more with a collaborative approach.
- **Co-ordination** Exploring opportunities to reduce duplication.

3.7 To date 8 key partners have agreed to adopt / endorse the plan including Visit Exmoor, the National Trust, all the main local tourism associations operating within the National Park and one Local Authority (North Devon Council). The remaining two Local Authorities covering the National Park (Devon County Council and Somerset Council) have engaged with the process at an Officer level and are awaiting formal endorsement from cabinet members as a delegated decision.

4. Implementation and Monitoring

4.1 The plan is intended to provide further detail, as well as background context, to aid the delivery of the regenerative tourism objective set out within the Exmoor National Park Management Plan 2025-2023. It has been developed in consultation with the Exmoor Tourism Network which brings key tourism players together as one of the National Park Authority's partnership plan groups, working to facilitate the delivery of the Management Plan.

4.2 The network meets periodically throughout the year, facilitated by the National Park Authority. It is intended to launch the plan at the annual Rural Enterprise Exmoor Day on the 18 November 2025. In developing the plan, a series of case studies have been drawn together demonstrating the breadth of active already underway to deliver good tourism on Exmoor.

4.3 The plan will be used to feed into the work and plans of the newly formed Local Visitor Economy Partnerships (LVEPs) accredited by VisitEngland – including the Devon & Partners LVEP and the Somerset and Exmoor LVEP.

4.4 The plan recognises the need for community engagement in the delivery of good tourism, and we will be looking to set up an opportunity to share the plan with Parish and Town Councils shortly.

4.5 Progress against the plan will be reported via the National Park Management Plan reporting mechanisms.

Dan James

Enterprise and Communications Manager

17 October 2025

Summary findings from the 2024/25 Exmoor Visitor Survey



Over **82%** rated their visit as **'very good'**

18% 'good'

less than 1% rated it as **'fair'**

no one rated it as **'poor'** or **'very poor'**



Highest areas of satisfaction:

1. Accommodation
2. Rights of Way
3. Visitor attractions



Lowest areas of satisfaction:

1. Public Transport
2. Roads
3. Public toilets

A world-class Net Promoter Score (NPS) 91

Net Promoter Scores can be used to gauge overall satisfaction and loyalty to a brand.

Scores can range from -100 to 100.


Anything **over 50** is considered **good**, **over 70** - world class.



Top 5 attractors:

1. Scenery / landscape 
2. Coastline 
3. Tranquility/peace and quiet, 
4. Wildlife 
5. Outdoor activities 

Top 5 activities:

1. Walking 
2. General sightseeing 
3. Eating out 
4. Visiting attractions 
5. Wildlife watching 

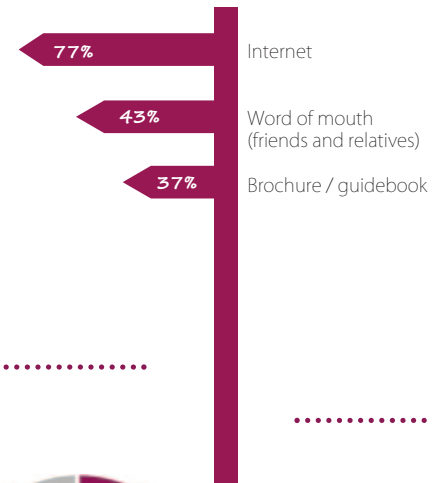
• **100%** agree that the National Park seems well managed and cared for

• **96%** were aware of Exmoor's designation as a National Park before a visit.

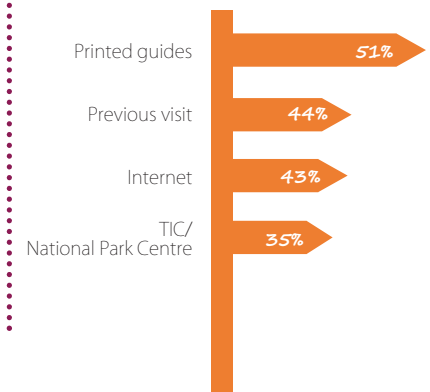
• **Over three quarters** were positively influenced by Exmoor's designation as a National Park before visit



Top sources of information used by new visitors prior to trip:



Top sources of information used by all visitors during a visit:



Origin of visitors:

8% Overseas
36% from South West England
25% South East England
31% from rest of UK



27% first ever visit
16% on first visit in over 3 years
23% visit more than once a year.
88% planning to return,
10% unsure and just **2%** not planning to return.



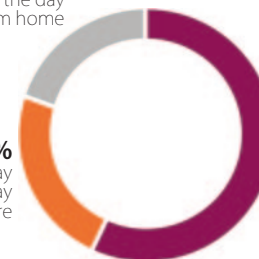
97% arrived by private motor transport.



9% were planning on using public transport whilst here.

20% visited for the day from home

23% visited for the day whilst on holiday elsewhere



57% stayed overnight

Exmoor's Good Tourism Plan



exmoor
dream • discover • explore

A collaborative approach to developing a better future tourism in Exmoor National Park

2025-2030

Final Draft

17/10/25



EXMOOR
NATIONAL PARK

Foreword

UK National Parks have a shared vision to be leaders in regenerative tourism: Managing tourism in such a way that we don't merely minimise its impact but strive towards tourism making a net positive contribution to our National Parks.

National Parks in the UK are living landscapes, not gated reserves. Exmoor is home to a population of around 10,000 people and a mosaic of habitats that come together to form an outstanding landscape. Exmoor was designated as a National Park over 70 years ago, not only to look after this special asset, but to encourage people to enjoy and understand the special qualities of the National Park. Today Exmoor annually attracts 2.75m visitor days.

Tourism has the power to transform lives and places for the better. It is through discovery and experience that people will be inspired to value and care for such places.

This plan is about recognising the balance in supporting Exmoor's future tourism – encouraging everyone to enjoy and benefit from Exmoor, while contributing to the wellbeing of the communities and landscapes within.

For many years Exmoor has led the way in sustainable tourism, being one of the first National Parks in the country to gain the European Charter for Sustainable Tourism. This plan builds on that work to deliver a better future tourism for Exmoor.

Cover photo View from County Gate Neville Stanikk, via Exmoor Commons

Contents

Introduction	3
Purpose of the Plan	4
Our Plan	5
Exmoor's Tourism Assets	6
A Plan for Everyone	7
The Value of Tourism	8
The Cost of Tourism	10
Exmoor's Tourism Context	12
Finding the Balance	21
Regenerative	22
Productive	23
Resilient	24
Delivery	25
Partner Roles	26

Introduction

Exmoor is designated as a National Park. This classification recognises Exmoor as one of the finest landscapes in the country. The National Park status aims to conserve and enhance the area's natural beauty, wildlife, and cultural heritage while promoting opportunities for public understanding and enjoyment of the area's special qualities.

The aim of this plan is to help everyone that enjoys Exmoor and benefits from its special qualities to contribute to enhancing this special place.

It sets out some shared objectives that different partners can individually and collectively work towards, to ensure that tourism is good for Exmoor – good for the people that live and work here, good for the landscape and natural environment and good for those that visit.

The Exmoor National Park Management Plan (2025-2030) doesn't include a particular target in terms of the volume of tourism but instead focuses on the right management of tourism, to seek a positive net contribution to the area. Exmoor is a very special place, and it takes joint action from all those that love and benefit from Exmoor to help look after it. This plan seeks to bring organisations together to develop truly good tourism for Exmoor through collaboration.

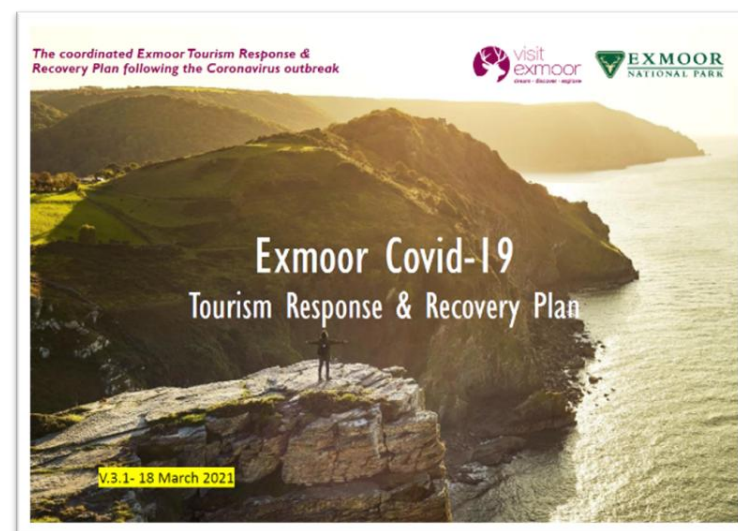
Purpose of the Plan

Exmoor National Park welcomes over 1.6 million visitors a year, spending almost 2.7 million visitor days, with an economic impact of over £240 million to the rural economy (Exmoor STEAM report, 2024). This has the power to do much good, but if not managed well also has the potential to adversely impact local communities and a nationally significant protected area.

There is no single organisation responsible for tourism within the National Park. Instead, a myriad of partners and stakeholders are involved from individual businesses, tourism associations and marketing bodies, private landowners, communities, charities and public bodies. The 'statutory purposes' of the National Park apply to the area, not any one organisation, and all public bodies have a duty to further them, while it is in the interests of all to protect the asset that tourism on Exmoor is built upon. The National Park Authority itself also has a duty while delivering against National Park purposes to foster the social and economic well-being of local communities.

This plan builds on the collaborative Exmoor Tourism Covid Response and Recovery Plan which successfully brought a range of partners and stakeholders together to collaborate, plan and deliver for a managed and safe return to tourism post the lockdowns of 2020 and 2021. This plan was heralded nationally as an exemplar and provided an opportunity to keep communities and stakeholders engaged in the process.

This new plan is not a detailed action or delivery plan, rather a coming together of organisations agreeing a shared approach and key objectives to help deliver a better kind of tourism, to guide their own work and actions.



National Park purposes

To conserve and enhance the natural beauty, wildlife and cultural heritage of the area

To promote opportunities for the understanding and enjoyment of the special qualities of the National Park by the public.

Our Plan

To achieve Good Tourism on Exmoor this plan sets out 3 strategic objectives for Exmoor's future tourism that is:



Regenerative

Ensuring that tourism leaves Exmoor a better place, having a net positive contribution on our communities and landscapes of Exmoor.



Productive

Increasing productivity and economic impact to reinvest in the community.



Resilient

Improving the resilience of the sector and the prospects of its businesses and employees and their community contribution over the long term.

Each partner will have their own work plans and ambitions but have collectively agreed to support these shared objectives to deliver good tourism on Exmoor.



Exmoor's Tourism Assets



A Plan for Everyone

A shared approach to managing Exmoor's future tourism is critical for our landscapes, businesses and communities. We will not be successful if we act in silo; Together we maximise our strengths and our reach.

Exmoor Tourism Network & beyond

While Exmoor National Park Authority is facilitating this plan it is very much a shared plan. Oversight is provided via the Exmoor Tourism Network, which brings together key tourism players. The network has no formal status or legal governance, instead it is a coming together of relevant parties to share ideas, develop partnership initiatives and collaborate on delivery with a shared ambition to help visitors enjoy Exmoor while leaving it in a better place.

Information on the work of each partner in this plan is provided on p26.

Through the partners we can reach deeply into the community, but also outwardly to feed into regional and national tourism work for example through the UK National Parks Sustainable Tourism group, the new Local Visitor Economy Partnerships in Devon and Somerset (accredited by VisitEngland) and the Great South West Tourism Partnership.



Formal endorsement awaited from Devon County Council and Somerset Council



The Value of Tourism to Exmoor and the Nation

Virtually every one of us has been, and benefited from being, a tourist. As a National Park Exmoor has been designated as a national asset due to its outstanding landscapes and nationally significant recreational opportunities. Tourism can support local communities, the region and the nation in several ways:

Recreation and Well-being

We all benefit from new experiences, from time away from the pressures of everyday life. Pretty much everyone is a visitor or a tourist at some point in their life. As a National Park Exmoor was designated in part to provide opportunities for the public to recreate themselves, through enjoyment and experience of this special landscape.

There is a growing body of evidence that demonstrates the value of (re)connecting with nature. The very creation of National Parks in the UK came about as part of social reforms following the 2nd World War to provide opportunities for people to re-create themselves and benefit from the opportunity to spend time in nature and open spaces.

Supporting Rural Communities

If you take the annual visitor days to Exmoor and were to spread them evenly across the year this equates to a 50% increase in Exmoor's resident population. This helps to sustain vital rural services, which without this additional footfall may no longer remain viable.



Engaging the Nation with our Special Places.

Not only does Exmoor offer inspiration to millions of people it also hosts important and unique habitats. Good tourism can provide people with the opportunity to experience these places, leading to stronger connections, appreciation and value – ultimately helping to protect them through a new sustainable relationship with the area.



The Bedrock of our Rural Economy

The estimated economic impact of tourism within the National Park at over £242m is significant in this rural economy. Tourism and hospitality accounts for an estimated two-thirds of all employment within the National Park. When considering the Greater Exmoor area (all parishes within the National Park and those within 10 miles of its boundary) the value of tourism increases to around £700m through over 8m visitor days.

The Cost of Tourism

If not managed well tourism can have a detrimental impact on local places and people. Exmoor, in part due to its relative remoteness and limited access, doesn't experience many of the impacts from high visitor numbers that other National Parks do. But there are still pressures and challenges and it is imperative that lessons are learnt from elsewhere to avoid such impacts. This is especially relevant with a rising population, and significant ambitions for new housing in the South West of England which may result in an increase in recreational use of the National Park.

Environmental Impacts

Tourism can impact on both the natural and historic environment. This might be through travel choices, erosion of popular footpaths, visitor behaviour impacting on sensitive sites and fragile habitats, and increased pollution (visual, noise, air and water etc).

Areas can handle different visitor numbers depending on their infrastructure. Directing visitors to suitable locations and promoting responsible behaviour helps manage these impacts.

Recreational impacts come from both tourists and locals. For example, the 2023 Exmoor Public Opinion Survey reported 95% had concerns about the impact of irresponsible dog walking on Exmoor, but it is unknown what proportion of this stems from visitors vs local resident walking their dogs.

While there are anecdotal examples of visitor impacts more research is needed to accurately measure tourism's environmental effects within Exmoor.

Pressure on Local Infrastructure and Services

The transient uplift in Exmoor's population owing to tourism can place additional pressures on local infrastructure and services. This can range from pressures around parking and congestion in towns and villages to access to health services.



Housing Market Distortion

The house price to income ratio on Exmoor is high at 10:1. Some of this will be due to the attractiveness of the area to those that are retiring. Some will be down to second home ownership, which is often an issue in tourist areas given the attractiveness of the offer, and there is also a demand for houses to be used as holiday rentals. Exmoor has one of the highest levels in the country of second homes and holiday homes (19% of the housing stock).

Cultural and Social Disruption

Tourism has long influenced Exmoor's culture. However, it can negatively impact on communities through social disruption. This can be in the form of competition for finite resources, a dilution of local traditions and practices, a loss of authenticity and commodification of traditions and culture.

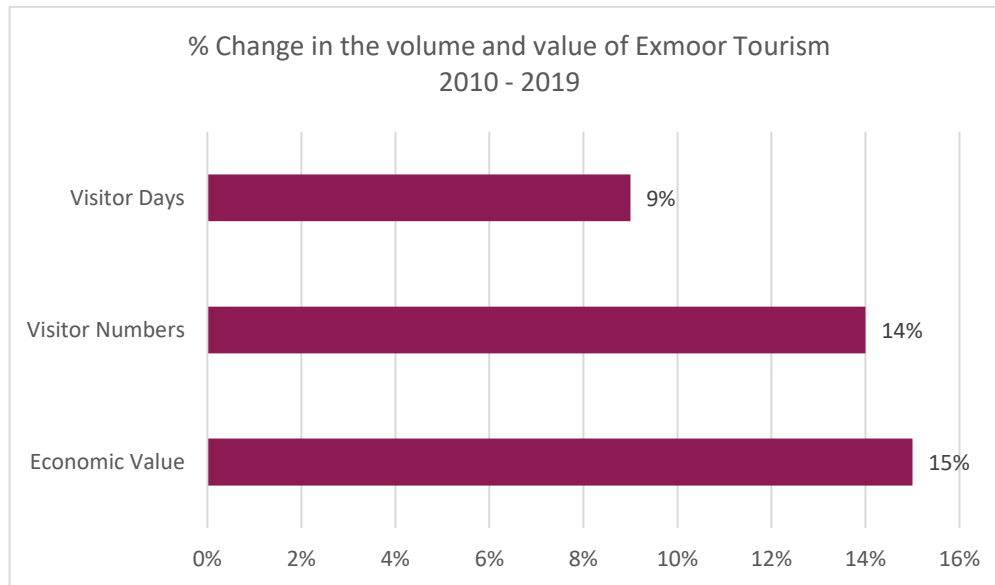


Exmoor's Tourism in Context

Volume and Value

Pre Covid-19

The five years prior to the Covid-19 outbreak in 2020 saw some growth in visitor volume. Visitor days increased by 9%, while actual visitor numbers grew by 14%. The economic value based on historic prices equates to a 49% increase. When inflation is allowed for (by indexing to 2019 prices) we see a real terms increase of 15%, which represents a real terms increase in the spend per visitor.



A note on visitor days vs visitor numbers:

1 person staying for 3 days = 1 visitor number, 3 visitor days.

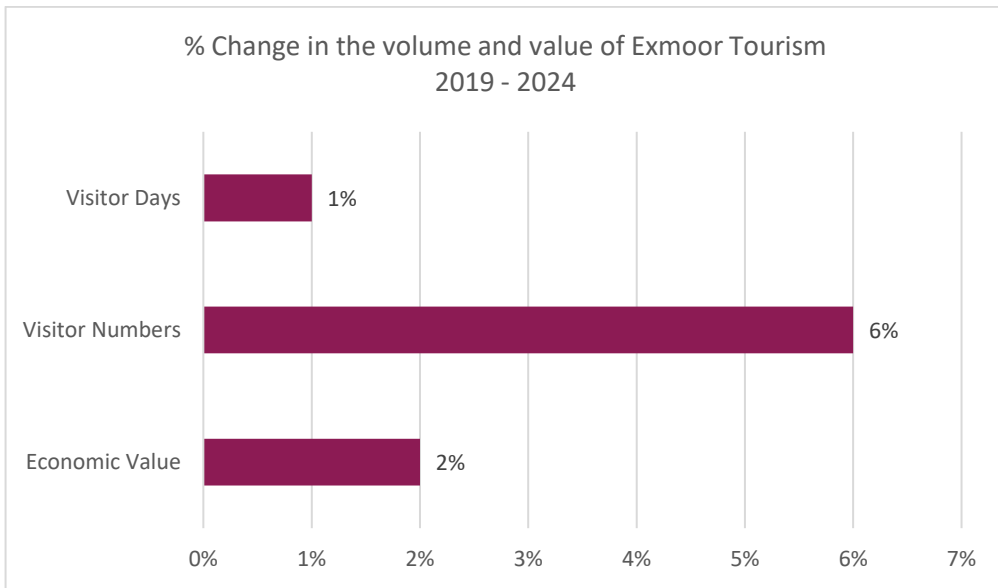
Covid-19 Impact

The impact of Covid-19 on tourism was significant. In 2020 the economic value of tourism fell by almost 50% compared to 2019. In terms of visitor days staying visitors fell by 53%, while day visitors fell by just 15% due to the increased day visits outside of lockdowns, even when overnight visits were still prohibited.

While outside of lockdowns Exmoor was busy, people were generally not spending (at least in part due to restrictions on retail and hospitality businesses, as well as staffing issues). For example, while the volume of day visits dropped 15%, their economic impact fell by over 40%.

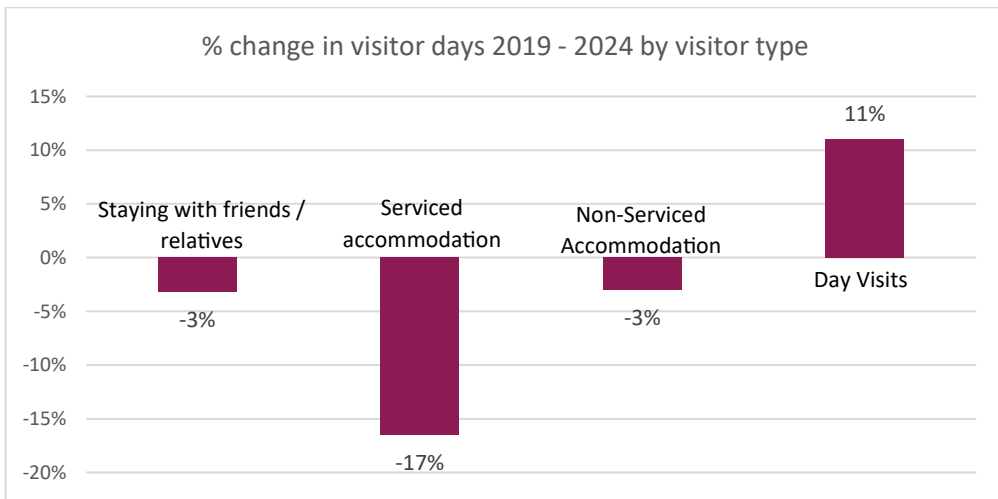
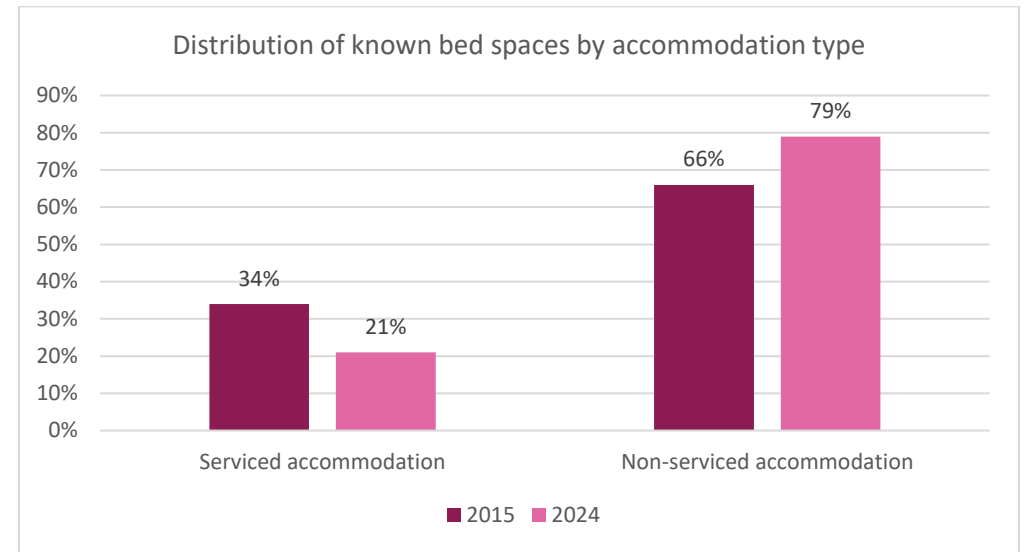
Post Covid-19 Recovery

In 2024 visitor numbers were up by almost 6% compared to 2019 (pre Covid baseline), but this masks a more detailed story. Visitor days were only up 1.4% and we have seen a significant shift in visitor behaviour with a greater proportion of day visits vs overnights stays. The impact of overnight visits is often greater in terms of economic value, while day visits can have a higher impact on the environment, especially when travel to and from Exmoor is included. Overall, when taking inflation into account 2024 saw a real terms increase of 2% compared to 2019.



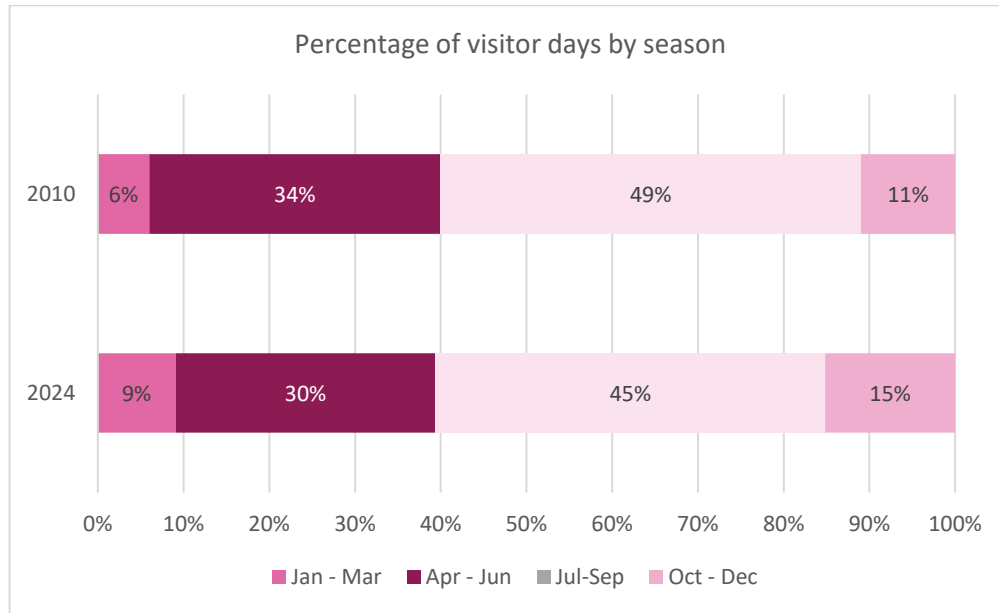
Within staying visits, the proportion using non-serviced vs. serviced accommodation has grown. Anecdotal evidence suggests that in general demand for mid-market accommodation has fallen, while demand has increased for both budget options and higher end options.

In 2024 the known visitor bed spaces within the National Park (9,592) fell by 1.7% compared to 2019, while the proportion of bed spaces within serviced vs. non-serviced accommodation has fallen over the last 10 years.



Seasonality

Tourism on Exmoor, like many rural destinations in the UK, has traditionally been very focused on the main season (April to September). However, between 2010 and 2024 the proportion of out of season visits increased from 18% of all visitor days to 24%.



This is likely to be based on a combination of factors including more people taking a higher number of shorter breaks throughout the year, changes in the climate, and a significant focus by many in the sector to promote and offer out of season experiences.

Visitor Views

Visitor satisfaction has remained consistently high with over 99% of visitors reporting overall satisfaction as good or very good, with a world-class Net Promoter Score of 91.

100% consider the National Park to be well managed and cared for.

The top 5 primary attractors to the area are:



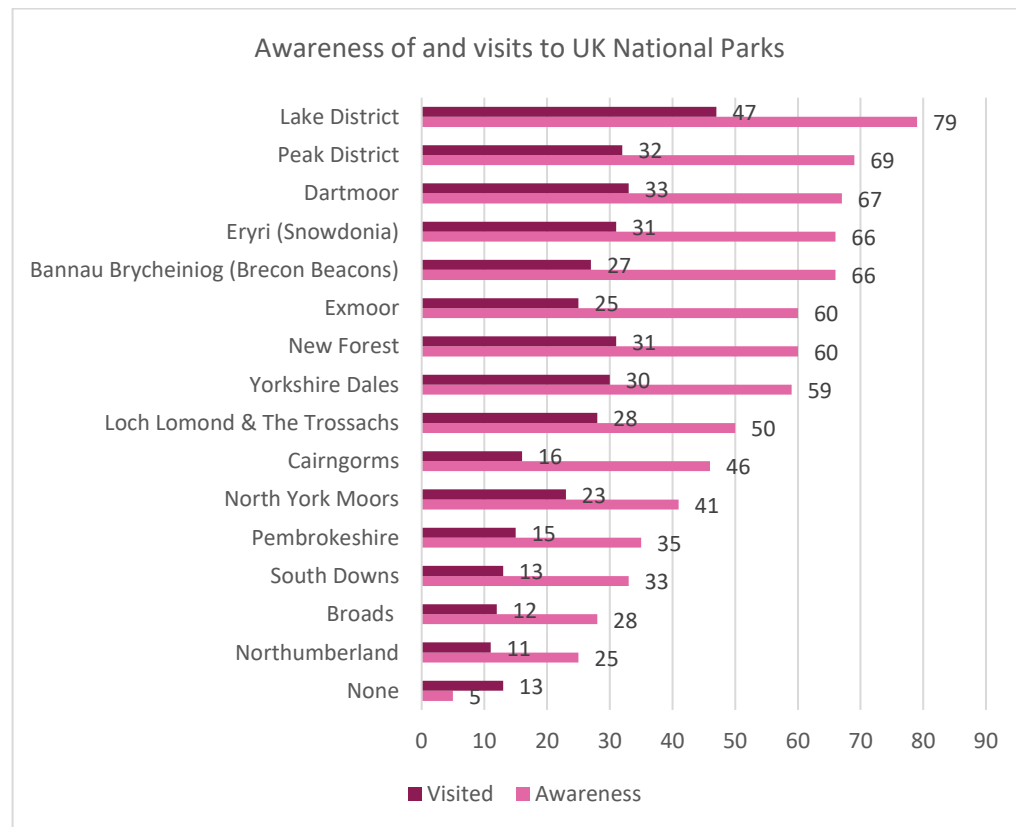
The top 5 activities undertaken while here are closely aligned with the top attractors and the special qualities associated with Exmoor's designation as a National Park:



A quarter of respondents in the 2024/25 visitor survey suggested that poor digital connectivity on Exmoor had a significant impact on their enjoyment of the area, while areas that had lower levels of satisfaction were around public transport, roads and public toilets.

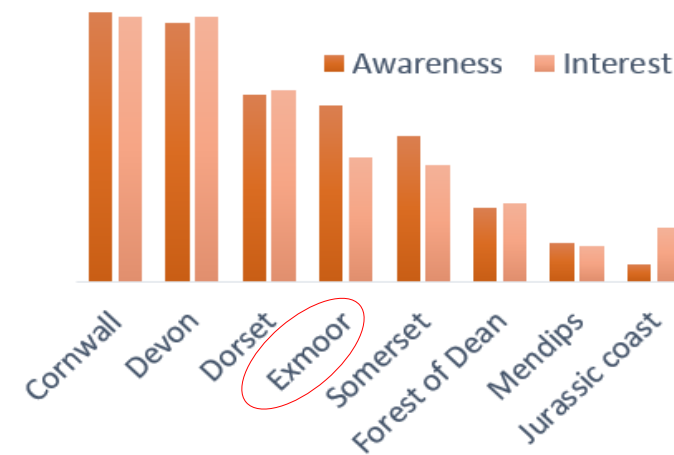
Awareness

It is often wrongly stated that Exmoor is one of the least known National Parks in the UK. Being one of the smallest and most remote it is one of the lesser visited National Parks, but awareness is high in comparison to many other National Parks (and visitor numbers when considered by square mile, or by the number of businesses are also 'mid-table'). Therefore, the challenge is to convert awareness into visits from those that will benefit from and contribute to Exmoor.



Source: National Parks UK: GB public awareness survey (MSS Research, 2018)

Previous research undertaken by the former regional tourism board, South West Tourism, suggested that in terms of both awareness and interest Exmoor was one of the stronger brands within the South West.



Experiential Tourism

More and more visitors are seeking more authentic and deeper or 'immersive' local experiences while on holiday, rather than seeking out well-trodden 'iconic' tick-box sights. Research undertaken by Exeter University, 'Exmoor – from qualities of place to qualities of experience', has helped shape the approach to experiential tourism in both Exmoor and other UK National Parks.

It suggests for tourism that we transition from talking about the special qualities of somewhere like Exmoor and instead focus on the special experiences these qualities enable. From the visitors point of view, Exmoor's special qualities are part of their experience of landscape. This concept is not only relevant to how Exmoor is marketed but can also be used in relation to encouraging visitors to give back to the landscape that has enabled them to have memorable experiences – this could be from following the countryside code through to taking part in practical conservation work as part of a visit.



Travel

Over 97% of visitors travel to Exmoor via private motor vehicles, and travel to/from Exmoor accounts for 84% of the overall carbon impact of visitors to Exmoor.

Once here only 9% of visitors have used, or indicated they are intending to use, any form of public transport. The opportunities for public transport on Exmoor are limited, are subject to change year by year. Many areas have no public transport at all. Public funding to subsidise public transport services is limited and is often prioritised towards urban area and community travel (e.g. home to work) rather than on recreational services.

Encouraging more sustainable, active and slow travel to/from and within Exmoor has many benefits from Carbon reduction to reducing visual and noise impacts, encouraging more local exploration and expenditure, and enhancing peoples' experiences of Exmoor.

Nearly half of respondents in the 2024/25 Visitor Survey said nothing would motivate them to reduce car use in the area. Those open to change cited better public transport provision and improved service quality/reliability as top incentives, though both are challenging and expensive to implement.

Business Challenges

Many of Exmoor's tourism businesses are micro and most often owner-occupied – these businesses can adapt quickly but sometimes lack financial or time resources to develop.

Key challenges facing businesses currently are

- The impact of rising prices, both in terms of their own costs increasing (especially utility bills and employment costs), as well as inflation denting consumer demand.
- A continued struggle for some to attract and retain staff with the relevant skills, especially in hospitality.
- Adapting to changes in consumer behaviour – for example ever reduced lead times for bookings with over 50% now made less than 8 weeks in advance with implications for business planning and management.
- Exmoor's tourism sector is dominated by microbusinesses, with many operating under the VAT threshold. For many the cost of tipping over the threshold is a barrier to growth.

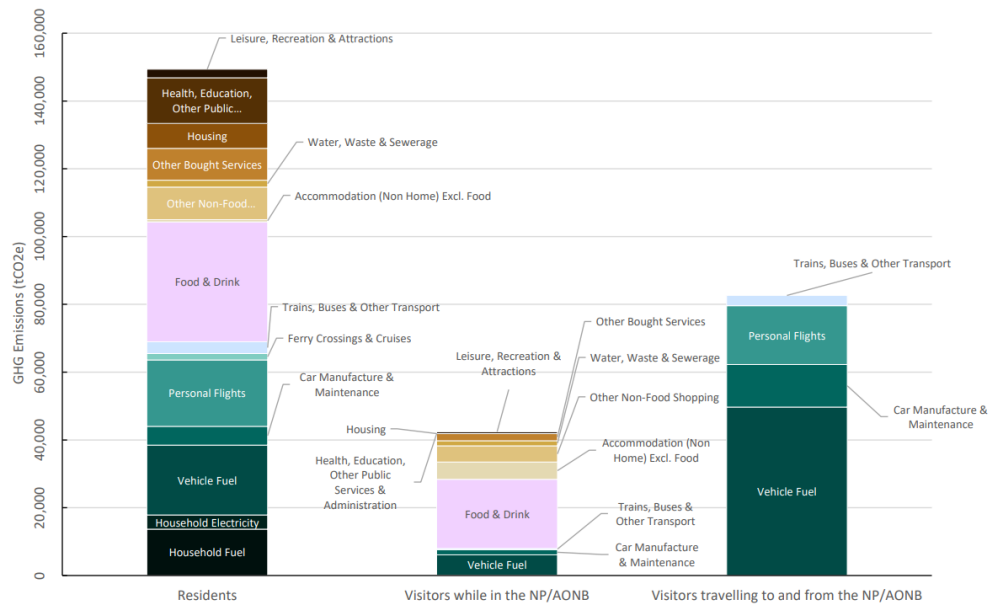
Exmoor businesses, however, are resilient. Many have faced significant existential challenges before, such as the Covid-19 impacts and Foot and Mouth Disease. They are well placed to respond quickly to changing opportunities and to take advantage of the opportunities the area affords them from the strong brand awareness to the quality of the product that attracts visitors and the support networks available to them.

Climate Impact

Climate change is high on political agendas and is considered by many to be one of the highest global risks faced by humanity. The United Nations Global Risk Report lists climate change inaction as the top identified global risk out of 28.

In 2022 it is estimated that the carbon footprint of residents on Exmoor was 148,381 tCO₂e, while visitor emissions (from time spent in Exmoor as well as travelling to/from the area) totalled an estimated 125,046 tCO₂e. If you take the annual visitor days to Exmoor and divide by 365 days you get an equivalent population size of 6,700 – about 67% of Exmoor's resident population of c. 10,000 suggesting a higher per capita footprint for visitors than residents.

For visitors 66% of their emissions come from their travel to/from the National Park (and this contributes 32% to overall Exmoor emissions), further demonstrating the need to focus on visitor travel especially in respect of travel to/from the destination. The visitors' footprint while in the National Park is dominated by food (48%), followed by driving (14%) and accommodation (12%). This data can help us prioritise actions to reduce carbon emissions relating to tourism on Exmoor around travel, food and environmental management of accommodation providers (for example signing up as Plastic Free Champions following Exmoor's designation as the first UK National Park to be awarded Plastic Free status).

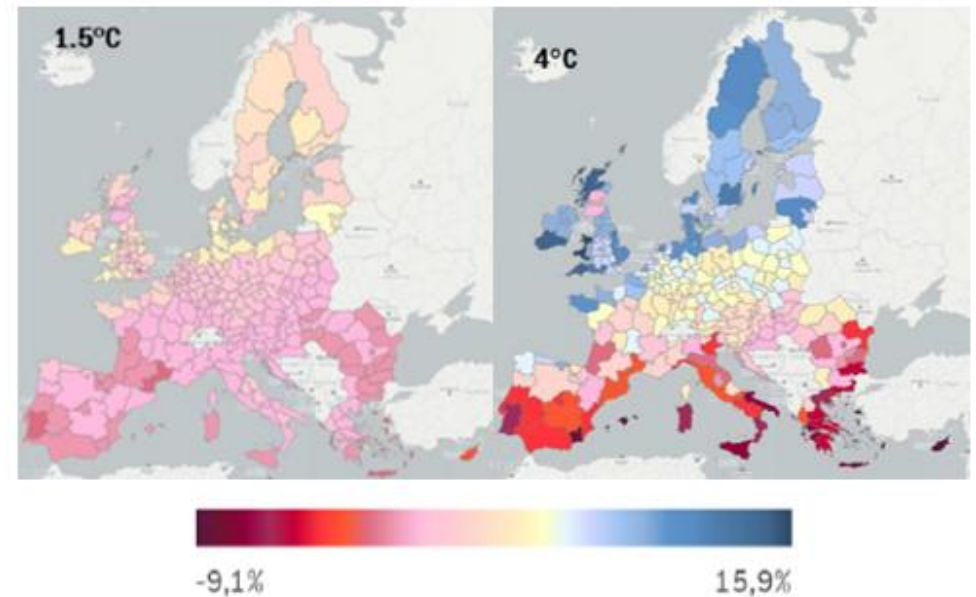


Given the impact of travel to/from the area, increasing the length of stay of visitors would be a priority action to reduce the per capita emissions of visitors.

In addition to mitigating climate change through carbon emissions it will be important for tourism to adapt to the changing climate. This is already leading to changes in weather patterns with more extreme weather events, warmer wetter winters and hotter drier summers as well as an average rise in temperatures between 1 and 7°C. This will have an impact on recreational use and management of the National Park and potentially change the landscape and scenery that is the primary attractor to visitors as traditional land management practices must evolve with the changing climate.

As the climate changes globally, it may also impact where visitors choose to holiday. The maps below show the potential increase and decrease of tourism across Europe with a +1.5°C and +4°C change from 2019 to 2039. In both scenarios the South West of England could see an increase in tourism. While this may bring welcome economic impacts it is likely to also bring further challenges, especially if climate change results in more restrained resources (e.g. lower water resources during the summer months).

Projected evolution of the European regional tourism demand for global warming scenarios, compared to the present (2019) in percentage terms.



Source: JRC analysis. The values shown refer to the RCP8.5 emission scenario.

Community Sentiments to Tourism

The views of communities on Exmoor about tourism are shifting. Traditionally Exmoor residents have supported tourism given its impact on the rural economy. While this is still true today there do appear to be increased concerns around the potential impact of visitors.

A public opinion survey conducted almost 20 years ago in 2006 found that 73% of residents within the National Park supported a 25% increase in visitor numbers, compared to 57% of visitors. This difference highlights that visitors valued tranquillity, and the relatively lower number of tourists compared to other UK destinations, whereas local residents recognised the economic and social benefits associated with increased visitors.

Attitudes toward tourism are shifting, potentially as a result of the Covid-19 pandemic impacts, greater media coverage of over-tourism, and a growing awareness of environmental issues. A 2023 survey found that 64% worry about overcrowding at popular sites, while 61% are concerned about too few visitors for local businesses. This demonstrates that people often hold conflicting views. As such, effective tourism management is needed to balance these impacts.

Tourism and Nature

On Exmoor there is an inextricable link between tourism and nature. Nature forms the bedrock of life on earth and is also a significant asset in terms of Exmoor's tourism offer, being a primary attractor to over half of our visitors.

The Nature Recovery Vision for Exmoor recognises that

"While Exmoor is still a haven for wildlife, it hasn't escaped the declines in biodiversity seen in other parts of England... Our national status means we have a special responsibility to safeguard Exmoor's wildlife and develop a plan to recover what has been lost."

Visitors can have an impact on nature, but visiting such areas also provides an opportunity to educate and engage people in the importance of conservation (e.g. dark sky protection within Europe's first International Dark Sky Reserve). Similarly, nature recovery schemes have the potential to enhance the visitor experience.

A Deloitte report on The role of nature in the travel industry sums up the approach needed:

"Biodiversity loss has been ranked amongst the greatest threats facing humanity over the next ten years. This is especially true in the travel and tourism industry where the protection of ecosystems will be critical to the sector's future economic success and growth. This sector is one of six with over 80 per cent of its goods and services highly dependent on nature."

Information Provision

Providing relevant and accurate information to visitors is crucial to maximise their satisfaction and to guide them in appropriate visitor behaviour.

Many visitors don't use any 'official' sources of information, and this reinforces the need to engage everyone (including local service providers and residents) to help deploy relevant information and messages to visitors in the area. It also highlights the role of the network of organisations working together to support good tourism on Exmoor.

A range of channels are available to positively provide relevant visitor information.

Pre arrival just under two thirds of visitors use the internet to source information while 55% use information gleaned from a previous visit. For first time visitors, over three-quarters use the internet with over a third using printed guides and publications.

Once in-destination over half of visitors use printed guides, with information from a previous visit, and National Park Centres / TIC's next on the list, ahead of the internet.



Finding the balance – developing a better future tourism for Exmoor

Managing protected areas like National Parks often involves considering closely balanced positive and negative impacts. For example, while an influx of visitors can have an impact on the natural environment, the nationally significant recreational opportunities influenced the designation of the area as a National Park, which has helped to secure additional resources and tools to help conserve the natural environment. Similarly, tourism can help sustain the viability of local services, but it can also increase pressures on some services.

This plan helps to find the balance. Mitigating the negative impacts of tourism on Exmoor and boosting the positive impact so that tourism is good for Exmoor, with visitors having a net positive impact on the area.

This plan does not set out to provide every answer but looks to build on best-practice and to coalesce key stakeholders around a set of shared objectives. Suggested focus actions are provided to guide the work of individual stakeholders. If implemented together these will set us on a journey to achieve the best possible tourism on Exmoor – tourism that is good for our landscape, communities, businesses and visitors.



REGENERATIVE



PRODUCTIVE



RESILIENT

Under each objective three themes with potential actions are listed as examples that demonstrate the types of actions different bodies can deliver in pursuit of our shared ambition.

Regenerative

Ensuring that tourism leaves Exmoor a better place, having a net positive contribution on our communities and landscapes of Exmoor.

The first focus is on sustainability and reducing tourism's impact on the area through sustainable practices by tourism providers, as well as visitor management to limit and address possible negative effects using relevant information. But to be truly regenerative means not only minimising impacts but leaving Exmoor a better place by giving back. Any good business would

reinvest in their assets, which for Exmoor's visitor economy are the landscapes and communities of the National Park.

We can achieve this together by supporting best-practice, encouraging and facilitating opportunities for everyone that benefits from tourism to give back to the qualities that tourism is built upon (i.e. the natural environment and landscapes of Exmoor).

Sustainability

- Encourage good environmental management practice by tourism providers to reduce energy use, reduce single use plastics and utilise more local supply chains. Support tourism providers to achieve appropriate green accreditation, sharing best practice and case studies and signposting to relevant support and information.
- Seek all opportunities to enhance opportunities and promotion of car free travel to/from and within Exmoor.
- Pursue opportunities to measure and monitor evidenced environmental impacts of visitors to the area.

Visitor Management & Information

- Attract and disperse – use local knowledge and quality information to direct visitors to the right place at the right time.
- Encourage businesses to be Park Partners and promote them as those that are putting the park at the heart of all they do.
- Provide relevant and accessible information in-destination to enhance the visitor experience and inform / inspire positive visitor behaviour.

Giving Back

- Promote and support visitor and employee volunteering to give back to the landscapes and communities of Exmoor
- Promote CareMoor for Exmoor to raise funds for conservation and access projects across the National Park.
- Encourage support of local community initiatives by visitors and operators.

Productive

Increasing productivity and economic impact to reinvest in the community.

Productivity in economics often means increasing value per worker, but here it refers to maximising the value of tourism to the area both financially and socially. This can be achieved by improving work practices, extending the season, and keeping more visitor revenue within the local economy to re-invest in the community and environment.

We can achieve this together by agreeing key marketing campaigns, delivered individually by respective organisations. We can seek to extend the average length of stay as well as extending the tourism season, reaching new markets and developing new products that bring greater value to the local area, and retain a higher proportion of visitor spend locally.

Marketing

- More effective roll out of Exmoor Brand and marketing messages to enable adoption by multiple stakeholders. Consider how to best reach new audiences.
- Extending the season, identifying the right audiences, for the right place at the right time.
- Promoting opportunities to encourage visitors to stay longer and make return visits.

Retaining Benefits Locally

- Continue to use the Eat Exmoor brand to encourage greater use of local produce by visitors and tourism providers.
- Collectively encourage visitors to book direct and support providers to strengthen bookability.
- Embrace excellence seeking to add value and quality at all price points to drive productivity.

Product Development

- Support innovation and networking between stakeholders to share best practice and encourage new approaches.
- Provide enhanced tourism products and packages of exceptional and unique visitor experiences based on the special qualities of Exmoor, especially supporting grass-roots tourism initiatives that are delivered locally in accordance with local needs and opportunities.
- Utilise new technology, including AI, to boost productivity and reduce overheads.

Resilient

Improving the resilience of the sector and the prospects of its businesses and employees and their community contribution over the long term.

Tourism is central to Exmoor's rural economy and culture. Building resilience is crucial for coping with challenges like economic downturns, global events, pandemics, animal diseases, or extreme weather, while still benefiting local communities.

We can achieve this together by supporting our businesses with evidence-based research and training / resources to help them adapt, ensuring our offer is accessible, inclusive, welcoming to all and engaging local communities in our approach.

Research & Business Support

- Co-ordinate research programmes including qualitative (e.g. visitor surveys and non-visitor views), and quantitative (e.g. STEAM surveys for volume and value) data and jointly disseminate findings, feeding into and benefitting from the South West Visitor Data Hub.
- Develop skills initiatives such as the Exmoor Hospitality 'Centre of Excellence' to increase career pathways for residents and up skill the hospitality sector.
- Disseminate training opportunities, toolkits and business support resources, and seek to fill gaps locally.

Accessibility and Inclusion

- Ensure accessible and inclusive products are flagged in relevant tourism websites.
- Implement and promote access improvements to the Rights of Way network.
- Work with tourism providers through training, resources and support to improve the access and inclusion offer.

Community Buy-in

- Monitor community sentiment towards tourism
- Engage communities and residents in key tourism offers alongside visitors.
- Consider the non-monetary benefits of tourism to the area

The 5 C's approach to delivering Good Tourism on Exmoor

Pursuing the above objectives and suggested actions is something for us to pursue together. In addition to signing up to the objectives in this plan, signatory partners agree to the following principles of delivery:

- Care** Showing care for our landscapes, communities, businesses and visitors.
- Celebration** Celebrating all that is special about Exmoor, instilling a sense of pride in our communities and sharing this with visitors.
There will be challenges but we counter these by celebrating the good.
- Communication** Sharing our intentions with each other, stakeholders and communities and amplifying messages where relevant.
- Collaboration** Considering opportunities where we can collectively achieve more with a collaborative approach.
- Co-ordination** Exploring opportunities to reduce duplication

Exmoor Tourism Network Partner roles

Exmoor National Park Authority is a special purpose local authority taking the lead in achieving the purposes for which the National Park is designated (see p 4). The Authority is the Planning Authority for the area and works with others to look after the environment for all to enjoy in partnership with a thriving local community. In terms of tourism the Authority focuses on visitor and destination management, managing the Rights of Way network and visitor facilities such as car parks and toilets in countryside sites, product development, in-destination information through publications and a network of National Park Centres and commissioning research to monitor and manage tourism. **exmoor-nationalpark.gov.uk/tourism**

Visit Exmoor is a Community Interest Company and works as the Destination Marketing Organisation (DMO) for Exmoor, operating across the Great Exmoor area (including all parishes within 10 miles of the National Park boundary), promoting the area as a tourism destination via its website, social media channels and marketing campaigns. Visit Exmoor also acts as a single voice for its industry members engaging, supporting and representing the interests of tourism operators across Exmoor. **visit-exmoor.co.uk**

Local Tourism Association

Across Exmoor a number of towns and villages have a form of local tourism association (or promotional brand), marketing their respective areas through websites, social media and some through publications. Many will also host

events and provide different forms of business support. The following includes the main associations, all of whom have signed up to this Good Tourism Plan:

- **Combe Martin Business Association** visitcombemartin.com
- **Discover Dunster** discoverdunster.info
- **Porlock Vale CIC** porlockvalecic.org
- **Visit Dulverton** visitdulverton.com
- **Visit Lynton and Lynmouth** visitlyntonandlynmouth.com

The **National Trust** is Europe's largest conservation charity, looking after nature, beauty and history for everyone to enjoy. Within Exmoor they are a significant landowner and manage key honeypot countryside sites as well as Dunster Castle as a key attraction. **nationaltrust.org.uk**

Local Authorities including Somerset Council, North Devon Council and Devon County Council play a crucial role in supporting tourism through their respective roles for example managing Highways, supporting economic development and community engagement, and leading Local Nature Recovery Strategies. **devon.gov.uk** **northdevon.gov.uk** **somerset.gov.uk**



Map © Exmoor National Park 2025

Back Cover Image The Exmoor Coast, N Devon by Nigel Stone via Exmoor Commons

Exmoor's Good Tourism Plan



Find out more...

www.exmoor-nationalpark.gov.uk/tourism

