



Internal Audit Final Report

Dartmoor National Park Authority

Key Financial Systems Review
2018-19

October - November 2018

Official



Support, Assurance & Innovation

Devon Audit Partnership

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This report is prepared for the organisation's use. We can take no responsibility to any third party for any reliance they might place upon it.

1 Introduction

Section 151 of the Local Government Act 1972 requires that every local authority in England and Wales should "... make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". The Head of Business Support, as the responsible financial officer, has this statutory responsibility and must establish an appropriate control environment and effective internal controls for all financial activity and systems of the Dartmoor National Park Authority (DNPA).

An effective internal audit service reports on, and gives an objective opinion to management, on the effectiveness of the control environment and internal controls in managing the risks, including the financial risks, facing the Authority. This audit was undertaken as part of the annual plan agreed with the Head of Business Support. The review of the financial systems in operation throughout the Authority was undertaken during October and November 2018.

Our summary opinion is provided below. This is based on a review of the effectiveness of the controls to mitigate the exposure to the identified risks, the results of walkthrough testing and reviewing a restricted sample of transactions and/or documentation.

2 Audit Opinion

High Standard - The system and controls in place adequately mitigate exposure to the risks identified. The system is being adhered to and substantial reliance can be placed upon the procedures in place. We have made only minor recommendations aimed at further enhancing already sound procedures.

3 Executive Summary

Dartmoor National Park Authority's Finance Department is made up of knowledgeable and competent staff managed by the Head of Business Support who, along with the Senior Finance Officer, have an extensive understanding of the financial administration of the Authority and are closely involved with its day to day running and continue to set high standards.

This audit review has confirmed that there are effective controls in place within the systems reviewed which mitigate key financial risks. This is much to the credit of the staff that work within the Finance Department at the Authority. It is pleasing to confirm that all areas reviewed remain at a 'high standard' of assurance; This clearly displays and confirms the hard work and dedication that is input by all staff involved in the financial management of the Authority.

report. Written responses should be returned to Dominic Measures (dominic.measures@devonaudit.gov.uk) or Claire Moore (claire.moore@devonaudit.gov.uk). Alternatively, a meeting to discuss the report and agree the action plan should be arranged with the named auditors.

5 Issues for the Annual Governance Statement

The evidence obtained in internal audit reviews can identify issues in respect of risk management, systems and controls that may be relevant to the Annual Governance Statement.

Based on the evidence we have found in this audit, there are no issues arising that would warrant inclusion in the Annual Governance Statement.

6 Scope and Objectives

Ordering and Payments:

To ensure that purchasing is carried out in compliance with the Authority's financial regulations, Instructions for Procurement and also European procurement regulations (EU Procurement Directive 2015) so that the Authority obtains the best value for money.

Income and Cash Collection:

To confirm that income due to the organisation is suitably controlled (invoice raising, income collection and banking).

Payroll and Travel Expenditure:

To confirm that Payroll and Travel Expenditure is suitably controlled resulting in correct and / or authorised payments being made

Main Accounting System:

To ensure that the Main Accounting System is operated in accordance with the organisation's Financial Regulations so that the Authority's financial position is accurately reported.

Bank reconciliation:

To ensure that bank reconciliation procedures are carried out efficiently and effectively to safeguard the Authority's financial balances.

Inventories / Disposals:

To ensure that there are reasonable procedures to record, monitor and safeguard assets owned by the Authority.

Investments:

To review and ensure that regulatory requirements, performance targets and best practice expectations are met. To ensure controls are in place to prevent financial loss as a result of error or fraud.

7 Inherent Limitations

The opinions and recommendations contained within this report are based on our examination of restricted samples of transactions / records and our discussions with officers responsible for the processes reviewed.

8 Acknowledgements

We would like to express our thanks and appreciation to all those who provided support and assistance during the course of this audit.

Robert Hutchins
Head of Partnership

Appendix A

Detailed Audit Observations and Action Plan

1. Area Covered: Purchasing arrangements and payments to creditors may not be secure or effective resulting in incorrect and / or unauthorised payments.		Level of Assurance
<p>Opinion Statement:</p> <p>It is pleasing to report that the Authority continues to maintain comprehensive controls and procedures in this area and therefore a high standard of assurance has been awarded which is much to the credit of the staff involved in this area. Walkthrough discussions and sample testing has confirmed that effective processes are in place for the purchasing of supplies and services. Furthermore, up to date guidance and policies are in place which detail the delegated spending limits as well as the Authority's procedures for staff to follow when purchasing. However, it was noted that the Authority's Procurement Procedures state 2016 EU Procurement threshold limits. The European Commission subsequently revised the limits in January 2018 but these are not reflected in the Authority's document.</p> <p>Access to processing invoices is suitably restricted to the appropriate finance staff, and there is a good separation of duties within the accounting system for the raising, processing and authorisation of creditor invoices. Testing confirmed that orders are raised, and financial commitments are made wherever possible which allows for the correct authorisation processes as well as more accurate budget monitoring.</p> <p>In our sample of creditor payments reviewed, we were able to confirm that the Authority correctly follows the tendering and / or quotation requirements as detailed in the Procurement Procedures. It was also pleasing to note that the recommendation made in last year's audit report regarding the need to record evidence of seeking two verbal quotations for purchases between £1,000 and £2,500 has been implemented.</p> <p>A sample of creditor payments including manual payments and purchases made by credit card were also found to be subject to the appropriate levels of checking and authorisation. All of the creditor invoices which were reviewed have also been correctly coded in the accounting system.</p>	<p>High Standard</p>	
No.	Observation and implications	
1.1	The EU Thresholds stated in the Authority's Procurement Procedures are out of date, reflecting the 2016 limits and not the revised limits that were introduced on 1st January 2018.	

A member of Devon Audit Partnership staff, with ten years of auditing experience, assisted on this year's audit for the first time. It was a valuable exercise to have a new 'set of eyes' assist with this review and worth noting that the individual in question commented on how effectively and professionally the financial systems are managed by the Authority.

The detailed findings and recommendations regarding these issues and less important matters are described in the Appendices. Recommendations have been categorised to aid prioritisation. Definitions of the priority categories and the assurance opinion ratings are also given in the Appendices to this report.

4 Assurance Opinion on Specific Sections

The following table summarises our assurance opinions on each of the areas covered during the audit. These combine to provide the overall assurance opinion at Section 2. Definitions of the assurance opinion ratings can be found in the Appendices.

Areas Covered		Level of Assurance
1	Purchasing arrangements and payments to creditors may not be secure or effective resulting in incorrect and / or unauthorised payments.	High Standard
2	Income due to the organisation may not be suitably controlled (Invoice raising, income collection and banking).	High Standard
3	The Payroll (Salaries and Wages) may not be suitably controlled resulting in incorrect and/ or unauthorised payments being made.	High Standard
4	The Main Accounting System may not comply with accounting standards and may not accurately report the financial standing of the organisation	High Standard
5	Spend against the organisations budget may not be suitably controlled and reported, resulting in the risk of overspend	High Standard
6	Bank reconciliation procedures may not be effective, and errors or discrepancies may not be promptly identified and addressed.	High Standard
7	Inadequate or inappropriate inventory held.	High Standard
8	Non-compliance with Treasury Management statutory requirements, regulations and best practice.	High Standard
9	Financial loss and undetected error or fraud	High Standard

The findings and recommendations in relation to each of these areas are discussed in the "Detailed Audit Observations and Action Plan" appendix. This appendix records the action plan agreed by management to enhance the internal control framework and mitigate identified risks where agreed. Management are required to agree an action plan, ideally within three weeks of receiving the draft internal audit

	Recommendation	Priority	Management response and action plan including responsible officer
1.1.1	The Authority's Procurement Procedures document should be updated to reflect revised EU Thresholds that were introduced on 1 st January 2018.	Low	Noted. The Authority's Procurement Procedures are to be comprehensively revised during December and this will be rectified.

2. Area Covered: Income due to the organisation may not be suitably controlled (Invoice raising, income collection and banking).	Level of Assurance
<p>Opinion Statement:</p> <p>Debtor income is very well managed by the Authority due to there being good controls and procedures in place in order to ensure that all income is collected efficiently, reconciled accurately and banked in a timely manner. Income is received through the three National Park Visitor Centres and also through planning charges and car parking income. High standard assurance has been provided in this area due to the effective systems in place.</p> <p>A review of the aged debtor report at the time of the audit confirmed that aged debt is kept to a minimum and where any aged debt exists it is pro-actively managed and monitored. Furthermore, suitable separation of duties exists in relation to the raising of processing debtor invoices and credit notes within the accountancy system.</p> <p>The Authority adopts an agreed set of fees and charges for each financial year which are reviewed as part of its budget setting process and are approved by Authority Members. In reviewing a limited sample of invoices raised in this financial year, the invoices had been raised timely and we were able to get assurance that the invoices had calculated the right amount that was owed to the Authority, and also provided a correct breakdown of VAT.</p>	<p>High Standard</p>
No observations and recommendations recorded.	

<p>3. Area Covered: The Payroll (Salaries and Wages) may not be suitably controlled resulting in incorrect and/ or unauthorised payments being made.</p>		<p>Level of Assurance</p>	
<p>Opinion Statement: Dartmoor National Park continues to use Devon County Council's HR One to administer its payroll. The Authority's HR team continue to monitor payroll errors through use of an 'error log' in this financial year and this has only identified a small number of errors processed by either party. Furthermore, HR One provides the Authority with a variance report on a monthly basis and this assists Authority HR staff in identifying any payroll variances over an agreed amount. Discussions and walkthrough testing in this area has confirmed that the payroll procedures are sound and accurate and therefore high standard assurance is provided in this area.</p> <p>Testing of procedures in relation to staff starters and leavers, changes to employees' salaries, additional hours and staff travel and subsistence claims have confirmed that staff are paid accurately and in a timely manner. The risk of ghost employees or staff being paid incorrectly is therefore minimal due to the sound control framework in place in relation to payroll.</p> <p>A review of a selection of personnel files confirmed that overall the files reviewed were well managed and comprehensive. However, references were not found in one of the files checked. References are an important part of the pre-recruitment processes and evidence must be retained in personnel files in order to clearly evidence that the appropriate procedures have taken place.</p> <p>As part of this audit, a review also took place of members' allowances and travel / subsistence claims. Limited sampling confirmed that Members are paid correctly and reimbursed accurately for any travel or subsistence claims made.</p>		<p>High Standard</p>	
No.	Observation and implications		
3.1	A review of a selection of personnel files identified that one personnel file did not contain evidence of pre-recruitment references.		
	Recommendation	Priority	Management response and action plan including responsible officer
3.1.1	The Authority must ensure that evidence of references is retained on personnel files in order to clearly demonstrate that comprehensive recruitment processes take place for all new staff.	Medium	Neil White, Head of Organisational Development: having investigated this matter and confirmed that emails were sent to both referees in May 2013, there is no record of the references being received. The section on the Starters Checklist relating to references is incomplete and I am unable to offer an explanation. However, through my experience and understanding of our recruitment processes, I would be confident that this is very unusual. The HR Administrators have been reminded of the importance of ensuring references are received and retained appropriately.

4. Area Covered: The Main Accounting System may not comply with accounting standards and may not accurately report the financial standing of the organisation	Level of Assurance
<p>Opinion Statement: Dartmoor National Park Authority continues to use 'FINEST' as its main accounting system. This system is supported by the 'FINEST' team at Devon County Council who maintain it as well as acting as system administrators.</p> <p>The established system controls ensure compliance with accounting standards and also provide a comprehensive audit trail. Sound control procedures are in place whereby appropriate officers have access to the system and suitable restrictions are in place to prevent unauthorised use.</p> <p>High standard assurance continues to be awarded in this area as all aspects of the main accounting system reviewed are working well and comprehensive controls remain in place, this is much to the credit of the staff involved in this area.</p>	High Standard
No observations and recommendations recorded.	

5. Area Covered: Spend against the organisations budget may not be suitably controlled and reported, resulting in the risk of overspend	Level of Assurance
<p>Opinion Statement: The Authority's financial regulations require income and expenditure budget monitoring information to be regularly reported to Authority Members throughout the financial year. Furthermore, the Head of Business Support provides regular budget monitoring information to the Authority Leadership Team and budget holders. A review of the financial information provided at all levels confirmed that comprehensive and clear data and supporting narrative is provided in order to allow for accurate budget monitoring to take place at all levels.</p> <p>There is clear evidence that the annual budget approved by Authority Members is uploaded to the financial system. This, in turn, is closely monitored by the Head of Business Support with procedures in place to ensure that expenditure is controlled within agreed limits at all levels across the Authority. All of these factors enable a high standard of assurance to be provided in this area.</p>	High Standard
No observations and recommendations recorded.	

6. Area Covered: Bank reconciliation procedures may not be effective, and errors or discrepancies may not be promptly identified and addressed.	Level of Assurance
Opinion Statement: Bank reconciliations are carried out effectively, efficiently and promptly for all of the Authority's bank accounts. Access to the banking system was found to be well controlled with only a limited number of appropriate Authority staff members having the correct levels of access. High standard of assurance therefore continues to be provided in this area.	High Standard
No observations and recommendations recorded.	

7. Area Covered: Inadequate or inappropriate inventory held.	Level of Assurance
Opinion Statement: Annual inventory checks have taken place within the last 12 months and the individual inventory records have been updated accordingly to reflect this. At the time of the review the Finance Team had not had opportunity to fully update the central inventory database with all of the completed checks. It is understood that the delay in fully updating the central database was due to the finance staff resource shortages. It is pleasing to note that by the time of the audit debrief the central inventory database had been fully updated with the latest inventory checks. High standard assurance has therefore been provided in this area with no recommendations needing to be made.	High Standard
No observations and recommendations recorded.	

8. Area Covered: Non-compliance with Treasury Management statutory requirements, regulations and best practice.	Level of Assurance
Opinion Statement: The control framework in relation to the Authority's treasury management remains comprehensive and robust; Statutory requirements and regulations are being followed and fully met. High standard assurance has therefore been awarded in this area and this is to the credit of the Authority's finance staff. The relevant policies and financial frameworks are in place and the procedures in relation to investments are considered to be sound - An Investment Strategy, Policy, Financial Regulations and Scheme of Delegation are all in place and up to date. Furthermore, there is clear evidence of financial reporting to the Authority Leadership Team, the Audit and Governance Committee and the Authority.	High Standard
No observations and recommendations recorded.	

<p>9. Area Covered: Financial loss and undetected error or fraud</p>	<p>Level of Assurance</p>
<p>Opinion Statement: Good evidence exists to confirm that cash flow and treasury management performance monitoring takes place at both committee and leadership team level. Transactions can only be made through the Authority's official bank accounts, as well as there being regular reconciliations and independent verification of the investment of funds. Therefore, the controls in this area were found to be robust and suitably mitigate the risks hence a high standard of assurance being awarded.</p>	<p>High Standard</p>
<p>No observations and recommendations recorded.</p>	

Definitions of Audit Assurance Opinion Levels

Assurance	Definition
High Standard.	The system and controls in place adequately mitigate exposure to the risks identified. The system is being adhered to and substantial reliance can be placed upon the procedures in place. We have made only minor recommendations aimed at further enhancing already sound procedures.
Good Standard.	The systems and controls generally mitigate the risk identified but a few weaknesses have been identified and / or mitigating controls may not be fully applied. There are no significant matters arising from the audit and the recommendations made serve to strengthen what are mainly reliable procedures.
Improvements required.	In our opinion there are a number of instances where controls and procedures do not adequately mitigate the risks identified. Existing procedures need to be improved in order to ensure that they are fully reliable. Recommendations have been made to ensure that organisational objectives are not put at risk.
Fundamental Weaknesses Identified.	The risks identified are not being controlled and there is an increased likelihood that risks could occur. The matters arising from the audit are sufficiently significant to place doubt on the reliability of the procedures reviewed, to an extent that the objectives and / or resources of the Council may be at risk, and the ability to deliver the service may be adversely affected. Implementation of the recommendations made is a priority.

Definition of Recommendation Priority

Priority	Definitions
High	A significant finding. A key control is absent or is being compromised; if not acted upon this could result in high exposure to risk. Failure to address could result in internal or external responsibilities and obligations not being met.
Medium	Control arrangements not operating as required resulting in a moderate exposure to risk. This could result in minor disruption of service, undetected errors or inefficiencies in service provision. Important recommendations made to improve internal control arrangements and manage identified risks.
Low	Low risk issues, minor system compliance concerns or process inefficiencies where benefit would be gained from improving arrangements. Management should review, make changes if considered necessary or formally agree to accept the risks. These issues may be dealt with outside of the formal report during the course of the audit.
Opportunity	A recommendation to drive operational improvement which may enable efficiency savings to be realised, capacity to be created, support opportunity for commercialisation / income generation or improve customer experience. These recommendations do not feed into the assurance control environment.

Confidentiality under the National Protective Marking Scheme

Marking	Definitions
Official	The majority of information that is created or processed by the public sector. This includes routine business operations and services, some of which could have damaging consequences if lost, stolen or published in the media, but are not subject to a heightened threat profile.
Secret	Very sensitive information that justifies heightened protective measures to defend against determined and highly capable threat actors. For example, where compromise could seriously damage military capabilities, international relations or the investigation of serious organised crime.
Top Secret	The most sensitive information requiring the highest levels of protection from the most serious threats. For example, where compromise could cause widespread loss of life or else threaten the security or economic wellbeing of the country or friendly nations.

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

1 February 2019

**FINANCIAL MANAGEMENT 1 APRIL TO 31 DECEMBER 2018
AND FORECAST OF FINANCIAL OUTTURN 2018/19**Report of the Head of Business SupportRecommendation : **That the content of the report be noted.****1 Monitoring and Management of Revenue Budgets (April to December 2018)**

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

2 Forecast Outturn Position as at 31 December 2018 (month 9)

- 2.1 The 2018/19 net budget was set at £3,992,369 (NPA/18/008) funded by National Park Grant (NPG) fees and charges and Earmarked Reserves. The Authority approved various transfers to reserves at the end of the 2017/18 financial year (NPA/18/005) which are subsequently brought forward and allocated to the 2018/19 (in-year) budget so that projects can be completed. Reserves are also allocated, by the Authority, during the year to fund projects and opportunities as they arise. This has resulted in the net budget increasing to £4,157,224.
- 2.2 Current projections, based on figures at the end of September (month 9) indicate that a surplus of £18,225 may arise (£99,524 at month 6). A Cost Centre summary can be found at Appendix 1 and a detailed variance analysis against budget can be found at Appendix 2 for each Service area.

2.3 Income - fees and charges - currently projecting increased income of £154,451 against budget (£87,504 at month 6) the most significant variations being:

- Filming income £14,475 (£9,375 at month 6)
- £17,600 Historic Farm Buildings Grant fees
- Mobile vending licences £9,470
- Car parking: at 31/12/18 income is £49,928 (£41,958 at month 6) target was £36,000 but we have forecast a prudent outturn of £55,000 at this stage (a £19,000 surplus). It could be more, but we have no history of winter charging at present
- Visitor Centres sales are slightly down against this time last year, if the stock budget is not fully utilised, it would give an increased gross profit overall
- Treasury income achieved is £12,838 more than budget
- Development Management - the Pre-app service was temporarily suspended in August and if not re-started, would result in a loss of £10,000. However planning fee income received has increased and we are currently projecting a surplus of £75,000 against original budget (£30k at month 6)
- Corporate running costs - a franking machine refund of £4,012 has been received due to a change of supplier
- Princetown RHI income is likely to be less than budget due to a warmer winter (circa £2,500)
- Donate for Dartmoor - the target income budget was set at £18k, currently just under £20,000 has been received. During the year Leadership Team allocated £5,000 toward the repair of Amicombe footpath.
- Fees of £1,750 were generated from the Ranger Experience days
- A £1,000 Volunteer Award Prize won by the Authority is to be carried forward to be used next year

2.4 Income - Grants & contributions - a surplus of £16,026 against budget (£11,363 at month 6):

- £5,000 Neighbourhood Planning Grant - transfer to earmarked reserves
- £5,000 Ranger experience days (via Discover England Project) which has been used to offset cost of provision
- £1,363 contribution from Forest Holidays (via NPPL) for outreach work for school children
- Grant income from MTMTE for apprentices, circa £7k to date.
- Archaeology - we have been awarded a grant of £16,200 from Historic England (not yet received) for the PALs project that will fund some extra staff time for 2 years from January 2019. Depending on when this grant is received, some will be carried forward accordingly.

2.5 A Section 106 Receipt (developer contribution of £52,100) has also been received, being a commuted sum for the provision of affordable housing. It is anticipated that this money will be used in accordance with the Section 106 agreement during this financial year. If not it will be carried forward via Earmarked Reserves.

2.6 Expenditure - Salary savings are currently forecast to be £66,464 (was £43,749 at month 6). This reflects leavers and the timing of recruitment in-year and the difficulty in predicting cover arrangements at the Visitor Centres. Recruitment in Planning and Building Conservation has proved difficult.

2.7 Expenditure - Travel and Transport:

- Staff travel is forecast to be slightly overspent by £340 (£2,630 underspend at month 6) and of course this will fluctuate throughout the year
- Transport costs are forecast to be overspent by £11,432 (£7,709 at month 6). This reflects the need for vehicle repairs, a replacement trailer (which was funded via insurance claim, as it was stolen) and increased fuel costs. A new awning has also had to be purchased for the Outreach vehicle

2.8 Expenditure - Premises. An overspend of £5,449 is forecast (underspend of £9,827 at month 6):

- Parke - a new 35 year lease has been negotiated with the National Trust commencing 1 March 17 (ends 28 February 2052). Back dated lease payments of £4,631 are therefore due along with dilapidations costs of £5,000 and a £15,000 contribution towards a new septic tank
- Some building repairs (soffits and fascias) at Station Yard have not been progressed this year, but have been built into next year's work programme
- The replacement of the cottage roof at Higher Uppacott has been deferred to 2019 and a request to carry forward £10,000 received
- A new grounds maintenance contract for Parke has not been progressed (linked to the new lease) but required work has been undertaken by our own staff

2.9 Expenditure - Supplies & Services. An overspend of £74,579 is forecast (overspend of £27,540 at month 6), but is made up of various favourable and unfavourable variations; the most significant are listed below (see also the narrative notes in the variance analysis spreadsheet):

- Biodiversity - the Invasive species project has been delayed and it is proposed to carry forward £8,000 as this was funded from Donate for Dartmoor. There are additional underspends in the consultancy, training species survey budgets totalling £4,000
- Land management - the proposed whole farm business plans project has not been progressed, saving £5,000
- Woodlands - the total works budget will not be used, saving £4,000
- Archaeology - the Bellever excavation publication costs of £2,500 have been deferred to 2019/20 & Wigford Down PAL survey is now being part funded externally, saving £1,750.
- Visitor Management - Pork Hill car park repair quotes received are unaffordable and are being reviewed, so there is a request to carry forward this budget (£35,000) and other works have not been undertaken due to capacity issues.
- Access - Erosion work totalling £10,000 to be funded via Moor Otters is requested to be carried forward
- PROW - contribution toward the Amicombe path repairs will be met from Donate for Dartmoor
- Postbridge Interpretation project and costs to progress the funding bid for the proposed Visitor Centre extension are being met from in-year surplus rather than from reserves
- Communications - the focus on Postbridge Visitor Centre has meant that that some work will not be progressed (interpretation) but has been built into next

year's work programme. The new CRM database is yet not ordered (due to technical reasons) and therefore this budget (£10,000) may have to be carried forward

- Education & the Naturally Healthy project - various small underspends have been identified e.g. lack of take up for new guides and first aid training.
- Rangers and Conservation Works Service - increased costs of circa £4,000 in respect of equipment repairs, new mobile phones and new personal trackers (health & safety related)
- Development Management - enforcement related legal & appeal costs incurred are just under £31,000.
- Forward Planning - National Park Management Plan costs have increased by £5,168 and are being absorbed at present (a project balance is held in reserves if needed). A £65k contribution made to the Connecting Devon & Somerset Broadband project, has been met from in-year surplus rather than the match funding reserve.
- Corporate & Democratic Core - increased costs of £5,267 in respect of Members expenses & recruitment; an increased contribution made to National Parks England and increased travel costs for the National Park Officer
- Human Resources - increased costs of circa £3,000 incurred in respect of the need for some external HR support and staff related Occupational Health & counselling, being offset by a £2,500 saving in the training budget

2.10 Within the budget the Authority set aside a **Project Fund** balance of £122,025. At the time of writing this report, the balance remaining in the Fund is £43,089. Bids made to the Fund and approved by Leadership Team are set out in the following table:

	£
Opening Balance	122,025
Dartmoor Research Day	1,000
Dartmoor Society Grant	500
Devon Biodiversity Record Centre	2,500
Dartmeet Car Park Grant	10,000
LED Lighting (Parke)	8,883
Backfilling Historic Buildings Officer post	27,360
Mobile App for Asset Management	7,000
Procurement Service SLA with Devon CC	4,500
Radon works at Princetown offices	1,650
Postbridge Store repairs	3,048
Bleep- stock control system upgrade	5,505
Grant funding for Dartmoor Farmers Association	2,000
Mobile phones (Rangers)	3,990
Sponsorship: DPA's National Parks Conference	1,000
Balance remaining	(43,089)

2.11 Full utilisation of the Fund may not be achieved at year-end, and some balances may be carried forward as projects can span more than one financial year.

3 Capital Programme and Prudential Indicators

3.1 The Authority did not set a formal capital programme at the start of the year. However two opportunities have arisen since March:

- A second hand Land Rover Defender was purchased at a cost of £25,750 which will be funded from the in-year surplus rather than earmarked reserves
- The possibility of applying for 100% capital grant from the Rural Development Programme England (RDPE) to fund an extension to the Postbridge Visitor Centre (NPA/18/017). Costs (architect and other professional fees) incurred to date are £37,634 and will be treated as revenue expenditure and met from the in-year revenue surplus, not reserves. Commitments of £99,062 still outstanding will be met from the earmarked reserve set aside to fund this project.

3.2 As the Authority has no plans to apply for external borrowing, the other prudential indicators do not apply.

4 Reserves

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

4.2 The following table, based on the current financial position, sets out what the earmarked reserves are likely to be at 31 March 2019 and gives a comparator for the previous year:

2017/18	Earmarked Reserves	2018/19
		£
(2,154,071)	Opening Balance	(2,252,350)
321,443	Use of reserves in year	396,051
(419,722)	Contributions to reserves / carry forwards	(101,166)
(2,252,350)	Closing Balance (forecast)	(1,957,465)
(450,000)	General unallocated Reserve	(450,000)

4.3 Balances Brought forward as part of the 2018/19 Budget:

	£
Discover England Fund Grant	7,500
Moor otters - Erosion works	20,000
Donate for Dartmoor - Buckfastleigh Path	15,000
Moor otters - Junior Ranger programme	10,000
Moor otters - invasive species removal	10,000
All Moor Butterflies	5,000
Donate for Dartmoor - Southern Damselfly project	1,500
Farming Year Films	20,000
Common Cause	8,0000

Project Fund - staff salaries	49,458
GD Leaf	6,900
Local Plan Review programme	42,344
Total	195,702

Note: Original budget also included £35,495 for a Planning Enabler Officer post

4.4 Balances Brought forward at 2017/18 year-end or approved in-year:

	£
Pay & Display machines and signage	15,745
HE Grant - Upper Erme survey	9,000
HE Grant - Adopt a Monument	4,500
Interpretation Boards	3,323
Higher Uppacott - cottage roof	11,000
Communities fund cash balance	64,863
local Plan review - contracts in progress	33,360
SWEEP - contribution to Exeter University	10,000
MoD Grant - Kitty Tor/Rattlebrook track repairs	5,000
CAMS	3,558
Peatlands Project	40,000
Total	200,349

4.5 Current Carry forward requests:

	£
Moor Otters - Non-invasive species	(8,000)
Volunteer prize money	(1,000)
PALs Grant	(7,000)
Neighbourhood planning grant	(5,000)
Farming Year Films contract in progress	(10,000)
Pork Hill Car Park	(35,000)
Higher Uppacott - cottage roof	(10,000)
Donate for Dartmoor Balance	(15,166)
Moor Otters - Erosion repairs	(10,000)
Communities Fund (tbc)	
Local Plan Review - contracts in progress (tbc)	
Total	(101,166)

4.6 Reserve balances are closely monitored during the year and as we have now started the process of building the 2019/20 Budget and Medium Term Financial Plan (MTFP) the four year plan will be revised. Members will note that the current forecast to the end of 2020/21 shows that reserve balances could be reduced to circa £1.87 million, a reduction of just under 31%.

5 Sustainability and Equality Impact

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

6 Conclusions

- 6.1 Prudent financial management means that we will not have to call on reserves for key projects. This effectively means that we are able to maintain the Match Funding Reserve to take advantage of future opportunities and new projects.
- 6.2 The forecast outturn surplus of £18,225 (£99,524 at month 6) represents a -0.44% variance against the budget. It should be noted that some forecasts may change, up to year-end, if for example, projects are delayed due to poor weather conditions, or if other income is received in the next 3 months. It can be clearly seen that the current forecast surplus has mainly occurred due to a significant increase in revenue income receipts, mainly from fees and charges. The current year's projected outturn will be robustly monitored and challenged over the remaining three months to ensure that the Authority's aims, objectives and outcomes are achieved.

DONNA HEALY

Background Papers

NPA/AG/18/012: Financial Management 1 April to 30 September 2018 and Forecast Financial Outturn 2018/19

NPA/18/008: 2018/19 Net Revenue Budget, Medium Term Financial Plan & Capital Budget

NPA/18/009: Treasury Management Investment Strategy 2018/19

NPA/18/005: Financial Outturn 2017/18

Attachments – **Appendix 1 - Revenue Budget Monitoring Report Summary**
Appendix 2 - Month 9 Variance Analysis
Appendix 3 - General and Earmarked Reserve Balances
Appendix 4 - Reserves: Risk Based Analysis

Functional Strategy	2018/19 Original Budget £	2018/19 Budget Variation/ Virement £	2018/19 Revised Budget	2018/19 Actual & Committed Month 9 £	2018/19 Budget Remaining	2018/19 Projected Outturn	2018/19 Year End Deficit/ (Surplus) £	Variance % against Budget
Biodiversity	123,688	2,500	126,188	74,406	(51,782)	116,887	(9,301)	-7.37%
Land Management	86,567	2,000	88,567	42,170	(46,397)	69,698	(18,869)	-21.30%
Woodlands	47,072	0	47,072	30,589	(16,483)	40,667	(6,405)	-13.61%
Hill Farm Project(s)	15,649	0	15,649	41,704	26,055	15,649	0	0.00%
Dartmoor Headwaters Project (externally funded)	0	0	0	7,132	7,132	0	0	
Peatlands Project (funded via reserves)	0	40,000	40,000	28,019	(11,981)	40,000	0	0.00%
Natural Environment	272,976	44,500	317,476	224,020	(93,456)	282,901	(34,575)	
Archaeology	90,337	14,000	104,337	92,844	(11,493)	98,965	(5,372)	-5.15%
Built Environment	40,272	27,360	67,632	24,133	(43,499)	39,242	(28,390)	-41.98%
Higher Uppacott	20,244	11,000	31,244	14,677	(16,567)	16,151	(15,093)	-48.31%
Cultural Heritage	150,853	52,360	203,213	131,654	(71,559)	154,358	(48,855)	
Visitor Management	136,822	33,745	170,567	59,258	(111,309)	102,635	(67,932)	-39.83%
Access	117,260	0	117,260	65,797	(51,463)	105,682	(11,578)	-9.87%
Public Rights of Way	138,098	8,558	146,656	99,727	(46,929)	142,694	(3,962)	-2.70%
Sustainable Transport & Tourism	28,644	0	28,644	6,782	(21,862)	20,426	(8,218)	-28.69%
Recreation Management, Traffic & Transport	420,824	42,303	463,127	231,564	(231,563)	371,437	(91,690)	
Visitor Centres	199,908	8,829	208,737	127,239	(81,498)	186,126	(22,611)	-10.83%
Postbridge Visitor Centre Interpretation Project	0	0	0	22,915	22,915	22,915	22,915	
Postbridge Visitor Centre Building Project	0	0	0	34,634	34,634	37,634	37,634	
Discovering Dartmoor's Wild Stories	0	0	0	(5,217)	(5,217)	0	0	
Communications	191,979	0	191,979	175,704	(16,275)	197,483	5,504	2.87%
Naturally Healthy Dartmoor Project	2,500	0	2,500	1,065	(1,435)	1,065	(1,435)	-57.40%
Education	141,662	0	141,662	102,006	(39,656)	136,056	(5,606)	-3.96%
Education, Information & Communication	536,049	8,829	544,878	458,346	(86,532)	581,279	36,401	
Rangers	444,010	7,038	451,048	331,599	(119,449)	444,907	(6,141)	-1.36%
Conservation Works Service	266,636	0	266,636	191,200	(75,436)	253,027	(13,609)	-5.10%
Development Management	328,701	0	328,701	205,603	(123,098)	275,328	(53,373)	-16.24%
Forward Planning & Community	287,663	72,728	360,391	307,975	(52,416)	416,131	55,740	15.47%
Corporate and Democratic Core	304,158	5,500	309,658	232,369	(77,289)	306,571	(3,087)	-1.00%
Information Technology	184,375	0	184,375	128,217	(56,158)	172,380	(11,995)	-6.51%
Corporate Operating Costs	120,252	0	120,252	100,577	(19,675)	115,776	(4,476)	-3.72%
Finance & Administration	176,049	0	176,049	130,211	(45,838)	180,703	4,654	2.64%
Legal Services	81,960	0	81,960	41,184	(40,776)	81,356	(604)	-0.74%
Human Resources	157,888	0	157,888	122,294	(35,594)	160,337	2,449	1.55%
Office Accommodation (Parke)	106,255	8,883	115,138	95,249	(19,889)	135,315	20,177	17.52%
Office Accommodation (Princetown)	31,695	1,650	33,345	30,920	(2,425)	37,188	3,843	11.52%
Business Support	858,474	10,533	869,007	648,652	(220,355)	883,055	14,048	
Project Fund	122,025	(78,936)	43,089	0	(43,089)	43,089	0	
Land Rover						25,750	25,750	
Total Net Expenditure	3,992,369	164,855	4,157,224	2,962,982	(1,194,242)	4,012,083	(119,391)	
Funded By:	£			£	£	£	£	
National Park Grant	(3,761,173)	0	(3,761,173)	(2,988,777)	772,396	(3,761,173)	0	
S106 Receipt	0	0	0	(52,100)	(52,100)	0	0	
Transfers from Reserves in original Budget	(231,196)	35,494	(195,702)	0	195,702	(195,702)	0	
Transfers from Reserves in-year	0	(200,349)	(200,349)	0	200,349	(200,349)	0	
Year end carry forwards requested	0	0	0	0	0	101,166	101,166	
Total	(3,992,369)	(164,855)	(4,157,224)	(3,040,877)	1,116,347	(4,056,058)	101,166	
Budget Variation - (Under) / Over Spend	0	0	0	(77,895)	(77,895)	(43,975)	(18,225)	-0.44%

VARIANCE ANALYSIS MONTH 9	Salaries £	Travel & Subsistence £	Transport £	Premises £	Supplies & Services £	Expenditure Overspend (Underspend) £	Grants £	Sales Fees & Charges £	Income Deficit (Surplus) £	Total Variance Deficit (Surplus) £	Explanation
BIO-DIVERSITY	50	486			(12,409)	(11,873)	2,572		2,572	(9,301)	Invasive species project deferred (D4D funded) to be carried forward.
LAND MANAGEMENT	78	(5)			(4,467)	(4,394)		(14,475)	(14,475)	(18,869)	Filming income. Whole farm business plans will not be achieved, lack of capacity & Brexit implications
WOODLANDS	(36)	(2,112)			(4,001)	(6,149)		(256)	(256)	(6,405)	Mileage savings, staff using pool car. No storm damage or fencing required this year
HILL FARM PROJECT						0			0	0	
NATURAL ENVIRONMENT	92	(1,631)	0	0	(20,877)	(22,416)	2,572	(14,731)	(12,159)	(34,575)	
ARCHAEOLOGY	193	(473)	230		(5,103)	(5,153)		(219)	(219)	(5,372)	Bellever Excavation publication costs deferred to 2019/20. Wigford PAL survey costs being met in partnership.
BUILT ENVIRONMENT	(11,510)	270			450	(10,790)		(17,600)	(17,600)	(28,390)	Vacancy - recruitment in progress. Historic Farm Buildings Advice Income offsetting the cost of extra capacity brought in to back fill
UPPACOTT		549		(13,896)		(13,347)		(1,746)	(1,746)	(15,093)	Cottage roof repair to be deferred to 2019. Events income and expenses
CULTURAL HERITAGE	(11,317)	346	230	(13,896)	(4,653)	(29,290)	0	(19,565)	(19,565)	(48,855)	
VISITOR MANAGEMENT	(2,151)	260	2,942	64	(41,077)	(39,962)		(27,970)	(27,970)	(67,932)	Vehicle repairs. New Mobile Vending licence at Haytor. Pay & Display parking income. Repairs to Pork Hill car park refurfacng deferred until April.
ACCESS & RECREATION	69	11	163		(11,821)	(11,578)			0	(11,578)	Erosion works funded from Moor Otters to be bcarried forward
PROW	(3,118)				(294)	(3,412)		(550)	(550)	(3,962)	Salary changes after restructure. Public path order income
SUSTAINABLE TOURISM & TRANSPORT	(1,615)	(268)			415	(1,468)	(5,000)	(1,750)	(6,750)	(8,218)	Grant income - Ranger experience
RECREATION MANAGEMENT	(6,815)	3	3,105	64	(52,777)	(56,420)	(5,000)	(30,270)	(35,270)	(91,690)	
VISITOR CENTRES	(25,365)	(456)		1,449	(1,234)	(25,606)		2,995	2,995	(22,611)	In-year salary savings offsetting recruitment costs, extra retail officer hours & above 2% pay award for VC staff. Sales income lower than anticipated
POSTBRIDGE INTERPRETATION PROJECT					22,915	22,915			0	22,915	Moor than meets the eye project
POSTBRIDGE - BUILDING EXTENSION					37,634	37,634			0	37,634	Architect, project management and other feasibility and investigative fees.
COMMUNICATIONS	10,887	711			(6,094)	5,504			0	5,504	New Digital Communications Post funded from ICT savings - restructure. Lack of capacity to deliver some areas of work, will be carried forward
NATURALLY HEALTHY DARTMOOR EDUCATION	168	(258)	1,019		(1,435)	(1,435)			0	(1,435)	Lack of take up for 1st aid training and recruitment of volunteer guides. Forest Holidays Income.
PROMOTING UNDERSTANDING	(14,310)	(3)	1,019	1,449	48,461	36,616	(1,363)	1,148	(215)	36,401	Volunteer Award Prize money to be carried forward
RANGERS	(6,939)	190	5,531		1,543	325		(6,466)	(6,466)	(6,141)	Salary changes after restructure. Replacement trailer covered by Insurance income, refunded
CONSERVATION WORKS SERVICE	(4,009)	(30)	1,068	(4,701)	2,382	(5,290)	(7,235)	(1,084)	(8,319)	(13,609)	Pension cost savings.HLF income meeting some apprenticeship costs. Depot repairs deferred. Increased vehicles and equipment repair costs
RANGERS, ESTATES & VOLUNTEERS	(10,948)	160	6,599	(4,701)	3,925	(4,965)	(7,235)	(7,550)	(14,785)	(19,750)	
DEVELOPMENT MANAGEMENT	(17,479)	(1,475)	211	0	30,239	11,496	0	(64,869)	(64,869)	(53,373)	Vacancy savings offsetting agency staff costs, pay award where more than 2% and career grade changes. Enforcement related legal costs. Increase in Planning application fees offsetting reduction in Pre-Application Advice charges
FORWARD PLANNING	(3,865)	(101)	54	0	64,652	60,740	(5,000)	0	(5,000)	55,740	Vacancy savings offsetting recruitment costs. NPMP and Local Plan variations. Neighbourhood Planning Grant received, will be carried forward. £65k contribution to connecting Devon & Somerset Broadband
CORPORATE & DEMOCRATIC CORE	3,292	2,857	500	0	5,267	11,916		(15,003)	(15,003)	(3,087)	Travel, National Parks England, Members Expenses & Independent Member recruitment. Increased Treasury and Donate for Dartmoor income
INFORMATION TECHNOLOGY	(11,671)	268	114		(494)	(11,783)		(212)	(212)	(11,995)	Vacancy savings to be used to fund apprenticeship ICT post and new post in Communications.
CORPORATE OPERATING COSTS			(400)		(47)	(447)		(4,029)	(4,029)	(4,476)	Franking machine refund - change of supplier.
ADMINSITRATION & FINANCE	4,998	(100)			(244)	4,654			0	4,654	Pay award for staff below scp20 more than 2% & honorariums
LEGAL SERVICES	35				31	66		(670)	(670)	(604)	
HUMAN RESOURCES	1,337	16			1,096	2,449			0	2,449	Overtime, external HR support from SW Councils, staff counselling services, Occupational Health support and DSE equipment
OFFICE ACCOMMODATION (PARKE)	187			20,669		20,856		(679)	(679)	20,177	New lease signed back dated to 1/4/17 and dilapidations for WCs. Contribution towards new septic tank
OFFICE ACCOMMODATION (PRINCETOWN)				1,864		1,864		1,979	1,979	3,843	RHI income reduced: warmer winter. Increased buiness rates & premises running costs
CORPORATE SERVICES	(5,114)	184	(286)	22,533	342	17,659	0	(3,611)	(3,611)	14,048	
LAND ROVER						0			0	25,750	Funded from revenue surplus rather than reserves
RESERVE MOVEMENTS						0			0	101,166	Carry forward requests
REVENUE EXPENDITURE	(66,464)	340	11,432	5,449	74,579	25,336	(16,026)	(154,451)	(170,477)	(18,225)	

GENERAL FUND RESERVE BALANCES

Appendix 3 to NPA/AG/19/001

GENERAL FUND RESERVE BALANCES	2018/19 Opening Balance £	2018/19 Transfers Within £	2018/19 Transfers to Revenue in year £	2018/19 Transfers from Revenue at year end £	2018/19 Forecast Closing Balance £	2019/20 Forecast Movements £	2020/21 Forecast Movements £	2020/21 Forecast Closing Balance £	Notes
Grants & Contributions with Restrictions									
Hill Farm Project	(16,924)				(16,924)	16,924		0	Cash balances are carried forward at each year end as allocated to expenditure
English Heritage: White Horse Hill	(20,036)				(20,036)	20,036		0	To fund new Interpretation at Postbridge Visitor Centre
Communities Fund Grant prior years contributions	(64,863)		64,863		0			0	Grants Awarde not yet paid out
DCLG - Neighbourhood Planning Grant	(5,000)			(5,000)	(10,000)			(10,000)	
DCLG - Unringfenced Grants	(70,980)				(70,980)			(70,980)	
Donate for Dartmoor Balances	(18,295)		16,500	(15,166)	(16,961)	16,961		0	Allocated to projects after year-end
Historic England Grant: Upper Erme Survey	(9,000)		9,000		0			0	C/fwd from 2017/18
Historic England Grant: Adopt a Monument	(4,500)		4,500		0			0	C/fwd from 2017/18
MOD Grant: Kitty Tor-Rattlebrook track repairs	(5,000)		5,000		0			0	C/fwd from 2017/18
Historic England -PALS Grant				(7,000)	(7,000)	7,000		0	To be used over 3 years
Volunteer Award Prize money				(1,000)	(1,000)	1,000		0	C/fwd from 2018/19
Budget Management Fund - Provisions (risk based)									
Employees	(52,000)				(52,000)			(52,000)	See risk assessment for breakdown
Costs and Awards: Appeals/Public Enquiries/Litigation	(250,000)				(250,000)			(250,000)	See risk assessment for breakdown
Loss of Income and Inflation	(34,500)				(34,500)			(34,500)	See risk assessment for breakdown
Invest to Save and / or Generate Projects	(83,733)				(83,733)			(83,733)	
Annual Revenue Outturn	(78,605)	46,595			(32,010)			(32,010)	
Capital Expenditure Fund									
Vehicles - Sinking Fund - Replacement	(54,418)	(26,355)			(80,773)			(80,773)	Land Rover Defender purchased in 2018/19 to be met from in-year balances
Property - Sinking Fund - Repairs & Maintenance	(200,000)			(10,000)	(210,000)	10,000		(200,000)	Uppacott Cottage roof C/Fwd from 2018/19
Known Commitments									
Local Plan Review	(79,500)	(20,845)	42,344		(58,001)	58,001		0	Built into the MTFP
Local Plan Review Contracts - work in progress	(33,360)		33,360		0			0	C/Fwd from 2017/18
All Moor Butterflies NPA/15/037	(12,500)		5,000		(7,500)	5,000		(2,500)	3 year programme
MIRES PR14	(10,000)				(10,000)			(10,000)	3 year partnership project, to be allocated when required
Project Fund allocations in 2016/17 against salaries	(53,995)		49,457		(4,538)			(4,538)	Built into MTFP
Farming Year Films	(20,000)		20,000		0			0	C/Fwd from 2017/18
NPMP	(16,000)				(16,000)			(16,000)	C/Fwd from 2017/18 to be used as required
Pay and Display Parking	(15,745)		15,745		0			0	C/Fwd from 2017/18
Interpretation Boards	(3,324)		3,324		0			0	C/Fwd from 2017/18
SWEEP	(10,000)		10,000		0			0	C/Fwd from 2017/18
CAMS Web & Hosting	(3,558)		3,558		0			0	C/Fwd from 2017/18
Historic Buildings planning support	(605)	605			0			0	C/Fwd from 2017/18
Higher Uppacott	(11,000)		11,000		0			0	C/Fwd from 2017/18
Farming Year Films				(10,000)	(10,000)	10,000		0	C/Fwd from 2018/19
Pork Hill car park repairs				(35,000)	(35,000)				C/Fwd from 2018/19
Match Funding Reserve									
Moor Than Meets the Eye match funding	(100,000)	22,915			(77,085)	77,085		0	Includes Postbridge VC Interpretation Project
Moor than Meets the Eye - Cash Flow	(300,000)				(300,000)			(300,000)	Based on project cash flow - retention and final claim in year 5
Superfast Broadband - connecting Dartmoor & Exmoor	(65,000)	65,000			0			0	Approved in 2015/16, paid in 2018/19 from revenue surplus
Greater Dartmoor LEAF 2015-2020	(20,700)		6,900		(13,800)	6,900	6,900	0	NPA/14/038 for 6 years 2015-2020
Discovering Dartmoor's Wild Stories	(17,363)				(17,363)	17,363		0	Match against HLF Funding - ends 2019
National Parks Partnerships LLP	(10,000)	10,000			0			0	2018/19 cost
Moor Otters	(60,000)		40,000	(18,000)	(38,000)	38,000		0	Project Surplus to be allocated to 3 projects in 2018/19 & 2019/20
Discover England Fund - Make Great Memories	(16,400)		7,500		(8,900)			(8,900)	£15k confirmed match funding plus contingency sum. NPA18/003
Common Cause	(8,000)		8,000		0			0	Met within Revenue Budget
SW Peatland Partnership	(150,000)		40,000		(110,000)	60,000	50,000	0	NPA17/041 - 3 year project
Postbridge Visitor Centre Building Project	(140,000)	37,634			(102,366)	99,062		(3,304)	NPA18/017 - will be spread over 2 years
Unallocated fund balance	(127,446)	(135,549)			(262,995)			(262,995)	
Total Earmarked Reserves	(2,252,350)	0	396,051	(101,166)	(1,957,465)	443,332	56,900	(1,422,233)	
General Reserve (unallocated emergency reserve)	(450,000)			0	(450,000)			(450,000)	
Total General Fund Balance	(2,702,350)	0	396,051	(101,166)	(2,407,465)	443,332	56,900	(1,872,233)	

2018/19 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2018/19 Forecast Closing Balance £'000
Grants & Contributions with Restrictions carried forward: Grants & Contributions with Restrictions	N/A	Actual	(143)
Employees: Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)
Costs & Awards: Appeals / Public Enquiries / Litigation	High	Est.	(250)
Loss of Income and / or Price Increases: Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(34)
Capital - Property: Repairs & maintenance (sinking fund)	Medium	Est.	(210)
Capital - Vehicles Provision for future replacement of vehicles (sinking fund)	N/A	Est.	(81)
Known Commitments/Contracts			
Local Plan Review	N/A	Est. & Actual	(58)
All Moor Butterflies	N/A	Actual	(8)
MIRES PR14	N/A	Actual	(10)
2016/17 Project Fund allocations	N/A	Actual	(5)
National Park Management Plan Review	N/A	Actual	(16)
Farming Year Films	N/A	Actual	(10)
Pork Hill Car Park	N/A	Actual	(35)
Match Funding Reserve			
Postbridge Visitor Centre Interpretation	N/A	Actual	(77)
Moor than Meets the Eye - Cash Flow	N/A	Actual	(300)
Greater Dartmoor LEAF 2015-2020	N/A	Actual	(14)
Discovering Dartmoor's Wild Stories	N/A	Actual	(17)
Moor Otters Project Surplus	N/A	Actual	(38)
Make Great Memories in England's National Parks	N/A	Actual	(9)
South West Peatland Partnership	N/A	Actual	(110)
Postbridge Visitor Centre - rebuild	N/A	Actual	(102)
Unallocated fund balance	N/A	Actual	(262)
Revenue			
Invest to save and / or Generate Projects	N/A	Actual	(84)
Revenue Outturn Surplus - to be reallocated	N/A	Actual	(32)
General Reserve - Minimum amount to cover unanticipated costs / emergencies	N/A	Actual	(450)
Total Reserve Balance			(2,407)

DARTMOOR NATIONAL PARK AUTHORITY
AUDIT & GOVERNANCE COMMITTEE

1 February 2019

FUNDRAISING UPDATE

Report of the Marketing & Fundraising Officer

Recommendation: **That Members:**
 (i) **Review progress to date; and**
 (ii) **Review, discuss and agree proposed actions for 2019/20**

1 Background

- 1.1 One of our Business Plan priorities is to generate income from sources other than National Park Grant. To date this has been generated in a number of ways from individual giving, to large scale fundraising projects such as Moor Otters and through one off sponsorship and donations.
- 1.2 In 2017 we commissioned a fundraising audit and strategy to take forward recommendations to develop our approach to fundraising. Key recommendations included Donate for Dartmoor, Volunteering Scheme; Corporate Volunteering Scheme; Corporate Sponsorship Packages; Membership and a High Profile Event or project eg Moor Otters.
- 1.3 During 2018 we took forward several recommendations to trial or investigate feasibility. These included: general donations, community giving, corporate sponsorship and affiliations, legacies, trusts, grants and membership schemes.
- 1.4 We evaluated the success of what had been achieved to date and looked at the pattern of reward vs resource spent [either staff time or money], which has led to the outline action plan below.

2 Progress to Date

- 2.1 The following is a brief summary of the different fundraising approaches tested or scoped to date:
- i **Corporate Support – logo licencing for 1 year**
- £3.5k affiliation with Enchanted House Beds
 - Press coverage
 - Donate for Dartmoor literature sent out with every mattress
 - Fundraising launch day at Austin’s Newton Abbot supporting Donate for Dartmoor
- ii **Corporate Support – low level sponsorship**
- Small amounts of sponsorship (£200 - £2,000) requested for specific campaigns and initiatives eg Love Moor Life, tackling litter.

- iii **Donations Offline – boxes, individual gifts, visitor centres**
 - Bookmark replacing leaflet – purpose as well as informative
 - Refreshed small donation boxes – wooden and locally made
 - Recognition certificates sent to large (over £100) donors and event organisers.

- iv **Donations Online**
 - Refreshed web copy with more clarity on spend and what £x pays for
 - Reduced number of clicks required to donate
 - Added film footage to all Donate for Dartmoor webpages to make more vibrant
 - Updated project information and fundraising handles being added

- v **Legacies, Trusts, Grants, Funds**
 - Legacy in pipeline for c.£2k
 - Bids put forward for trusts and funds, some unsuccessful, some still to be confirmed

- vi **Large Scale Recreational Events**
 - £1 per participant encouraged
 - Ten Tors raised £2,600, other events c.£2,400

- vii **Membership – business and individual**
 - Feasibility initially showed non-viable at present due to human resource and capital investment required to set-up such a scheme/s

- viii **Community – supermarkets, schools, community groups**
 - Asda Newton Abbot cause Aug-Dec £200
 - Waitrose Exeter cause Jan £tbc

2.2 Marketing & PR: Increasing brand awareness for Donate for Dartmoor has been addressed through a range of new materials and initiatives to make the brand more visible. Having a clear design and continued reinforcement of this and improved key messages across all materials and promotions. Specific tools have been employed to help spread this message such as:

- Moor Life e-news created
- New donation boxes and bookmarks in local outlets
- Till receipt advertising for Donate for Dartmoor on all Visitor Centre till receipts
- Communication pack and pop up banners
- Presentations given at Dartmoor Business Network, Devon Chamber, Visitor Centres
- Donate for Dartmoor retail range being investigated
- Donate for Dartmoor in Visitor Centres with higher visibility
- Supermarket token schemes – posters and exposure to high footfall
- Articles in local publications (Devon Chamber of Commerce, Moorlander Dartmoor etc)
- Fundraising Regulator Registration

2.3 Donate for Dartmoor: The target for 2018/19 is **£25,000**. To the end of Q3 (FY 2018/19), the total raised was **£19,804**. This is mostly through general donations, donations from events (including Ten Tors), some community fundraising and the affiliation with Enchanted House Beds.

Visitor Centres	£ 4,608
Events (eg Ten Tors)	£ 5,042
Corporate Affiliations (Enchanted House Beds)	£ 3,500
Other (incl small events and web donations)	<u>£ 6,654</u>
Total YTD end Q3	£19,804

3 Lessons Learned

3.1 It has been essential to trial a number of fundraising methods and look at the feasibility of others. Evaluating what has worked well and what has not, particularly with regard to resource required [either staff time or money] verses reward. This has demonstrated that with limited staff resource to manage fundraising, it is important to focus on quality rather than quantity with regard to fundraising initiatives.

3.2 Cost/Benefit: In addition to human resource there is also a varying amount of capital investment that some projects need and this has to be considered when deciding what fundraising strands to follow. The following shows a brief cost/benefit categorisation of activities:

- Time Intense/High Reward – Arts Trail, Legacies, Grants/Trusts, Corporate Supporters (high value)
- Time Light/High Reward - nothing
- Time Light/Low Reward – Community, Donations, Volunteers.
- Time Intense/Low Reward – Events (organised by us), Membership, Corporate Supporters (low value)

4 Proposed Actions for 2019/20

4.1 Following this review and discussions with the Leadership Team, the proposed fundraising plan for the next year focusses on three key areas that have been identified to potentially give us the best return on the staff time available.

- Donate for Dartmoor – simplify, communicate, build. Target of £30k.
- Corporate Support – test market for long term corporate sponsorship eg of a role c.£60k+ over a few years.
- Arts Trail for 2020 – develop as Moor Otters 2. So successful in 2017 when raising c.£60k, this is a priority to repeat.

4.2 Donate for Dartmoor

- Target of £30k for 2019/20
- Simplify into one pot (Instead of the current four; Recreational, Historical, Natural and General). This will improve clarity of communications, administration and spend
- Enhance the story so that donors know what their donations are spent on, what it achieves and project/target progress updates
- Refresh webpages to reflect story-telling and fundraising handles

- Supporter journey to be improved through Customer Relationship Management System (CRM).
- Team Dartmoor – staff and members as active promoters.
- Donate for Dartmoor threaded through everything; Enjoy Dartmoor, web, social media, Moor Life, stationery etc.

4.3 Corporate Support

- Work on higher value corporate support packages
- Develop proposal for corporate sponsorship of a Volunteer Co-ordinator role. Scope out feasibility and cost. Develop relationships with suitable company/ies.
- Continue to respond to opportunities for company affiliations – similar to the Enchanted Beds logo license.

4.4 Public Arts Trail – Moor Otters 2

- Following on from the success of the first trail, both with regard to the public engagement and money raised; we will look into the feasibility of developing a new public arts trail for 2020. A detailed project plan will be developed and presented to Authority.

4.5 Customer Relationship Management (CRM) System

- We are investing in a CRM system to give a better supporter journey, managing our supporters and volunteers from the initial contact through to developing a long term relationship with them.
- A CRM System will give us a better understanding of both supporters and the success of certain campaigns ensuring that we can tailor communications and fundraising campaigns appropriately.

5 Next Steps

5.1 Each area will be taken forward and developed as outlined above, the first being Donate for Dartmoor.

5.2 As we develop each idea we will be mindful of capacity and resources, evaluating as we go. We will ensure that evaluation measures are built into each project, learning as we develop and stopping activity if it's not generating the desired outcome.

5.3 Progress will be monitored and reported back to Members.

SOPHIE JAMES

DARTMOOR NATIONAL PARK AUTHORITY

1 February 2019

**BUSINESS PLAN MONITORING 2018/19
(APRIL – DECEMBER 2018)**Report of the Head of Organisational Development

Recommendations : That Members note the content of the report and comment on performance and progress to date against the key actions identified in the 2018/19 Business Plan

1 Purpose of the Report

- 1.1 This report informs Members of the Authority's performance at Quarter 3 against the key actions identified in the Business Plan for 2018/19.
- 1.2 The Authority uses a spreadsheet (traffic light system) to track progress which is reviewed by Leadership Team each quarter. A copy of the Business Plan monitoring spreadsheet for 2018/19 is attached at Appendix 1.
- 1.3 Members will be aware that whilst this report focuses on the specific key actions, the current Business Plan recognises that our core business also continues on a daily basis.

2 Performance against key actions in Quarter 3

- 2.1 The Business Plan 2018/19 identifies 28 key actions against the six agreed priorities for the Authority.
- 2.2 The number of key actions highlights the breadth of the work of the Authority and Members will note the nature of the key actions ranges from specific short-term projects to longer term strategic goals, each requiring different levels of officer and Member input and commitment.
- 2.3 Members will note the progress made against the 28 key actions at the three quarter stage of the business year, which is summarised in the table below:

Progress	No.	%
On target / completed	15 (15)	54 (54)
Delayed / behind schedule	13 (11)	46 (39)
Unlikely to complete	0 (2)	0 (7)

NB. figures in brackets were as reported at Q2

2.4 Members are invited to review the Business Plan monitoring spreadsheet and recognise, question or seek assurances regarding the delivery of the 2018/19 Business Plan.

2.5 The following actions are specifically highlighted for Members:

Action 17 – Dartmoor 2019

Excellent progress has been made by a dedicated project team to develop a wide range of activities in support of the government's Year of Green Action (YOGA). Working with partner organisations we will offer a range of engagement opportunities linked to Defra's themes for the YOGA: *Connect, Protect, Enhance*.

3 Equality and Sustainability Impact

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

4 Financial Implications

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

5 Conclusion

5.1 Members will note from this report that the Authority is making good progress in delivering the Business Plan 2018/19.

NEIL WHITE

S U S T A I N									
Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)			
1	<p>Peatland Restoration - (subject to external funding) deliver the programme of restoration as set out in the bid to Defra for the South West Uplands (November 2017)</p> <p>Outcomes sought - restoration and enhancement of 276ha of peatland on Dartmoor</p>	AK	<p>Milestone: SLA with SWW completed Project Officer starts Complete Amicombe archaeological survey Complete site restoration plans All consents in place Agree procurement process Agree Comms plan</p> <p>Actual Progress: Project Officer started 19 June. Amicombe archaeological survey completed. Site restoration plans started but not completed. Meetings with commoners taken place. Procurement process agreed (SWW to lead). Communication Plan started but not complete. landowner agreement in place, commoners agreements nearing completion. Awaiting SLA from SWW</p>	A	<p>Milestone: Start works at FTP and Amicombe</p> <p>Actual Progress: Progress delayed due to the delay in gaining approval from Defra. Site restoration plans have been agreed with Commoners and landowners. Tender process for restoration and works started with anticipated start date in October however on going communications with potential contractors means that start dates will be delayed. Flat Tor Pan going ahead in Dec/Jan. Amicombe progressing with ordnance survey.</p>	A	<p>Milestone: Complete works at FTP</p> <p>Actual Progress: Implementation of works at Flat Tor Pan are delayed due to difficulty appointing contractors, however work is now programmed for Feb 2019. Unexploded Ordnance Surveys at 3 sites now underway. Woodland Trust are providing the timber from local woodlands.</p>	A	<p>Milestone: Complete works at Amicombe Consents in place for Yr 2 sites</p> <p>Actual Progress:</p>
2	<p>Common Cause - funding secured from Heritage Lottery Fund for two year development phase. This is a partnership initiative led by the Foundation for Common Land. Dartmoor is one of four pilot areas. Development phase will include trialling of local vision process for three commons, public engagement and celebration of 'commoning'.</p> <p>Outcomes sought - inclusive approach to local visioning leading to better delivery of public benefits; improved public understanding of commoning to help sustain this form of land management. Contribute to thinking about future environmental land management schemes.</p>	AK	<p>Milestone: Project officer starts Desk based surveys complete and Vision process agreed Key stakeholders engaged Plan programme of events</p> <p>Actual Progress: Project Officer in post. All three Commons signed up. Key stakeholders engaged. Desk based surveys started. Process for visions is developing</p>	G	<p>Milestone: Liaison with local stakeholders on Vision</p> <p>Actual Progress: All three commons now engaged in the project, process of developing the vision has started. Meetings with commoners, landowners and stakeholders planned for early October. Other aspects of the Project at a national level progressing well</p>	G	<p>Milestone: Dartmoor gathering/conference</p> <p>Actual Progress: The Dartmoor Gather took place on 4 November. This is the first time that this 'aspect of Dartmoor's unique cultural heritage' has been opened up to the public, and both BBC Spotlight and Radio 4's Farming Today were on hand to record the event. Approximately 60 people attended and plans are afoot to build on this success. The vision process is well underway and most of the key stakeholders have now shared their ideas.</p>	G	<p>Milestone: Vision process completed. Programme of outreach and engagement activities developed for delivery in 2019/20</p> <p>Actual Progress:</p>
3	<p>Natural Flood Risk Management - (subject to external funding) deliver programme of works on Dartmoor to reduce flood risk (within and beyond the National Park) through natural approaches. Partnership project with the Environment Agency.</p> <p>Outcomes sought - test natural approaches to flood management that deliver a range of public benefits in a way that supports the farming/land owning community.</p>	CG	<p>Milestone: Secure SLA with EA and recruit project officer. Help develop coms strategy and introduce/consult on project. Assist with development of implementation plans for 5 catchments</p> <p>Actual Progress: Recruitment process started, interview in August. Coms underway with partners, planned in Q2 with farmers</p>	A	<p>Milestone: Liaison with landowners around engagement and measures</p> <p>Actual Progress: Project Officer appointed and will start in October. SLA finalised with legal and EA.</p>	A	<p>Milestone: Begin capital works</p> <p>Actual Progress: Officer has gained understanding of catchment and issues, and met with land managers. Work plans being developed with EA and landowners. Delayed due to late start of project whilst funding and SLA agreed.</p>	A	<p>Milestone: Capital works ongoing</p> <p>Actual Progress:</p>
4	<p>Implement Non-native Invasives Project - project funded via money raised from Moor Otters to undertake practical work to reduce the spread of non-native species such as Himalayan Balsam and Skunk Cabbage.</p> <p>Outcomes sought - catchment approach to reduce the impact of non-native invasive species.</p>	RK	<p>Milestone: Develop programme and let contract for coordinator</p> <p>Actual Progress: Unable to recruit in time for INNS season. Will develop project for full launch in 2019. Skunk cabbage removal has continued within MTMTE areas.</p>	R	<p>Milestone: Recruit volunteers, identify priorities and begin deliver for balsam</p> <p>Actual Progress: Reprofiled project. Survey, targeting and planning to be carried out in Q4 for 2019/20 delivery. Secured additional funding from SWW to support delivery</p>	R	<p>Milestone: No work across autumn/winter</p> <p>Actual Progress: Project development complete. Contract to be let in Q4</p>	G	<p>Milestone:</p> <p>Actual Progress:</p>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
5	<p>Promote and manage the Traditional Farm Buildings Grant - capital grant scheme funded via Rural Development Programme for England which will offer capital grants towards the costs of restoring old farm buildings.</p> <p>Outcomes sought - protection and enhancement of traditional farm buildings and driver for local economy.</p>	NP	<p>Milestone: Secure officer resource. Assess all farmer EOI for eligibility and complete PA1 forms</p> <p>Actual Progress: 42 EOIs received. 23 site visits and total of 49 buildings inspected. 19 PA1 applications submitted to Natural England before 29 June deadline.</p> <p style="text-align: center;">G</p>	<p>Milestone: Complete PA2 grants for all applicants</p> <p>Actual Progress: 12 PA2s submitted, 4 have been approved of which 1 is 'live'. 7 PA1s still awaiting approval by RPA. Concerns about delays processing at Defra end causing concerns about delivery. Awaiting confirmation of delivery extension which is essential to mitigate Defra delays.</p> <p style="text-align: center;">R</p>	<p>Milestone: Complete all HE2 applications for applicants</p> <p>Actual Progress: Extension to feasibility agreed by Defra. 16 of original 19 applications still active. All applicants through PA1 stage and most now liaising with architects for PA2. Nils White covering project following Nigel's departure.</p> <p style="text-align: center;">G</p>	<p>Milestone: Complete outstanding/late applications</p> <p>Actual Progress:</p>
			<p>Milestone: Engage with Common Cause to develop vision and management plan for Holne</p> <p>Actual Progress: Inception meetings with landowners and commoners held for CC through Tracey May. Review of Haytor MP postponed as FF still has 5 years to run</p> <p style="text-align: center;">G</p>	<p>Milestone: Develop DNPA objectives and priority outcomes for Holne. Work on Haytor to develop subject to officer capacity.</p> <p>Actual Progress: Working through Common Cause to establish vision from which our MP and outcomes will follow. Visioning process currently underway.</p> <p style="text-align: center;">G</p>	<p>Milestone: Work on Haytor to develop subject to officer capacity</p> <p>Actual Progress: Common Cause meetings held for Holne and draft vision plans expected in Q4. Haytor postponed for 4 years to tie in with review of AE scheme.</p> <p style="text-align: center;">A</p>	<p>Milestone: Work on Haytor to develop subject to officer capacity</p> <p>Actual Progress:</p>
6	<p>Review and update Management Plans - for the land the Authority owns at Haytor and on Holne Common (Holne work will link with Common Cause project above).</p> <p>Outcomes sought - revised Plans produced in partnership with commoners, neighbouring landowners and other stakeholders that provide a clear framework for the future management and enhancement of the Authority's land.</p>	CG	<p>Milestone: Establish farmer group and identify interests/priorities.</p> <p>Boundaries: Sign off and release funds for the 2017 applicants once walls are finished (currently 5 left).</p> <p style="text-align: center;">Ancient</p>	<p>Milestone: Run calendar of training/events. Minimum 1 per quarter</p> <p>Ancient Boundaries: Open the last round of grants (only 2 spaces available).</p>	<p>Milestone: Run min 1 training event per quarter</p> <p>Ancient Boundaries: Organise a volunteer/training day for dry stone walling.</p>	<p>Milestone: Run min 1 training event per quarter</p> <p>Ancient Boundaries: Sign off and release funds for most of the remaining applicants from the 2018 rounds (6 in total).</p> <p style="text-align: center;">Ancient</p>
			<p>Actual Progress: First meeting of Facilitation Fund cluster of farmers taken place to start identifying priorities. Workshops begin in July around CS. Ancient Boundaries: 3 outstanding 1 has been finished and the other 2 are nearly complete.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Grant programme earmarked for Curlew recovery but they did not breed this year. Now allocated to Rhos pasture management and butterfly conservation work. Ancient boundaries scheme on track, funding to be drawn in from other MTMTE pots/ecology to fund additional works. Facilitation Fund Steering group established and met, programme of events organised and 3 events held.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: 3 events held including soil management and woodland management. Walling group established with aim to be self sustaining.</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>
7	<p>Environmental Enhancement Programme - trial a small grants programme for biodiversity; continue the Ancient Boundaries, Modern Farming capital grant scheme funded by the Heritage Lottery Fund and use the Countryside Stewardship Facilitation Fund programme to work with farmers to promote collaborative action for conservation at a landscape and catchment scale,</p> <p>Outcomes sought - building capacity and knowledge within the farming community to help deliver enhancement of the environment through practical conservation at a farm and pan-farm or landscape/catchment level.</p>	CG	<p>Milestone: Commission Dartmoor Debate Topic Papers from partners</p>	<p>Milestone: Dartmoor Debate workshops/roundtable events held and written up</p>	<p>Milestone: Develop vision and structure for new Management Plan</p>	<p>Milestone: Consultation on Management Plan Vision and key actions</p>
			<p>Actual Progress: Topic papers commissioned, workshop held on local economy</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Dartmoor debates commenced but not completed. Will now run into December with knock-on implications for the overall timetable.</p> <p style="text-align: center;">A</p>	<p>Actual Progress: Dartmoor Debates completed and written up. Work on vision delayed until Quarter 4 still aim to report back on Dartmoor Debates at the Steering group meeting scheduled for 14 February. Subsequent timetable depends on reactions to draft vision. Members to discuss Management Plan vision and vision for the Authority at Park Management Working Panel in March.</p> <p style="text-align: center;">A</p>	<p>Actual Progress:</p>
8	<p>Review the National Park Management Plan - this is a partnership plan setting out a long term vision for the National Park and strategic actions to deliver that vision.</p> <p>Outcomes sought - a Management Plan that is owned and supported by stakeholders, outlines a clear vision for the National Park and provides a framework for partnership working.</p>	KB	<p>Milestone: Commission Dartmoor Debate Topic Papers from partners</p>	<p>Milestone: Dartmoor Debate workshops/roundtable events held and written up</p>	<p>Milestone: Develop vision and structure for new Management Plan</p>	<p>Milestone: Consultation on Management Plan Vision and key actions</p>
			<p>Actual Progress: Topic papers commissioned, workshop held on local economy</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Dartmoor debates commenced but not completed. Will now run into December with knock-on implications for the overall timetable.</p> <p style="text-align: center;">A</p>	<p>Actual Progress: Dartmoor Debates completed and written up. Work on vision delayed until Quarter 4 still aim to report back on Dartmoor Debates at the Steering group meeting scheduled for 14 February. Subsequent timetable depends on reactions to draft vision. Members to discuss Management Plan vision and vision for the Authority at Park Management Working Panel in March.</p> <p style="text-align: center;">A</p>	<p>Actual Progress:</p>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
9	<p>Future of Farming - programme of work to develop proposals for farm support post Brexit building on our experience of initiatives such as Dartmoor Farming Futures, Dartmoor Hill Farm Project etc.</p> <p>Outcomes sought - a policy framework and associated financial support that helps deliver the Vision and Ambition in Your Dartmoor (Dartmoor National Park Management), rewards farmers for the delivery of public goods and supports the wider rural economy.</p>	KB	<p>Milestone: Meeting with Defra to discuss pilot proposals. Workshop with environmental NGOs and other NPAs (June)</p>	<p>Milestone: TBD dependent on outcome from meeting with Defra about pilot proposal</p>	<p>Milestone: TBD dependent on outcome from meeting with Defra about pilot proposal</p>	<p>Milestone: TBD dependent on outcome from meeting with Defra about pilot proposal</p>
			<p>Actual Progress: Attended meeting with Defra to discuss pilot and submitted Dartmoor proposal to test and trail new approach. Workshop with environmental NGO's took place in June.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: No response from Defra to the two proposals submitted but work under key actions 1 - 10 all contribute. Defra advice that feedback will be provided on test and trial proposal at end of November.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Informed by Defra (Dec 2018) that we have been selected as one of 49 (out of 113 proposals) 'test and trials' for the new environmental land management scheme. Proforma completed and awaiting more detailed feedback from Defra on our proposal - what they are seeking, timescale and funding. Future milestones to be set once we have received the feedback and agreed the scope of the test and trial but workshop planned for Feb 2019 on how to pay for public benefits.</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>
10	<p>Dartmoor Hill Farm Project - continue to support the Hill Farm Project as a delivery vehicle for farmer engagement and development of new projects to support farming on Dartmoor. Specific actions to include implementation of the Resilience Programme and a film of the 'Farming Year on Dartmoor'.</p> <p>Outcomes sought - support for Dartmoor farm businesses, enhanced collaboration and greater awareness of the role of farming in delivering public goods (within and beyond the farming community).</p>	CG	<p>Milestone: 3 training events delivered . I specialist advisor day on farm. Deliver Resilience programme Dartmoor Farming Film: Prepare and advertise Tender</p>	<p>Milestone: 3 training events delivered . I specialist advisor day on farm. Deliver Resilience programme Dartmoor Farming Film: Confirm successful applicant and confirm storyboard/farmers to be filmed</p>	<p>Milestone: 3 training events delivered . I specialist advisor day on farm. Deliver Resilience programme Dartmoor Farming Film: Filming to begin - TBC following discussion with successful applicant</p>	<p>Milestone: 3 training events delivered . I specialist advisor day on farm. Deliver Resilience programme Dartmoor Farming Film: Filming to continue</p>
			<p>Actual Progress: Dartmoor Farming Film: tender advertised and interviews take place in early July. Training targets exceeded for HFP and MTMTE heritage skills</p> <p style="text-align: center;">G</p>	<p>Actual Progress: 13 training events delivered (target of 4). Resilience to conclude in autumn. Farming film contract let and planning scoping of farm/farmers begun.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Training events delivered. Resilience programme stalled due to illness/resignation. Will be fully delivered in Q4 through contract.</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>
ENJOY						
11	<p>Implement 'Love Moor Life' campaign - programme of awareness raising and information to enable people to enjoy Dartmoor in ways that minimise the impact on local communities and the special qualities of the National Park.</p> <p>Outcomes sought - improved understanding of Dartmoor by our visitors and reduced number of complaints about visitor behaviour.</p>	SH	<p>Milestone: Develop all associated campaign materials, artwork, webpage and launch campaign. As per commas plan</p>	<p>Milestone: Continue with campaign and commas plan, outreach vehicle attending events and shows with 'branded' LML staff conveying messages face to face</p>	<p>Milestone: Develop autumn winter elements of the campaign and re-launch with media</p>	<p>Milestone: evaluation of campaign - what worked well and what didn't. develop new campaign and commas plan for 2019</p>
			<p>Actual Progress: campaign launched, webpage launched all material produced as per the campaign plan</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Campaign continues, with key messages being shared in social media and materials being used on outreach vehicle during the summer. Next steps being scoped</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Update to LT and initial feedback sought. Social media campaign film on roads developed for Christmas, will continue in Jan/Feb. Plans for spring being drawn up including Dicky Bags</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>
12	<p>Pathways Project - integrated programme to secure funding for and implement a programme of improvements to the Public Rights of Way network and access areas; and to promote the network as a resource for all to use.</p> <p>Outcomes sought - access infrastructure that is in good condition, easy to use and helps support the Dartmoor economy.</p>	AW	<p>Milestone: Complete tender process for Buckfastleigh paths project. Identify potential project areas where improvements can be achieved on a network scale</p>	<p>Milestone: Appoint contractor for Buckfastleigh paths. Confirm project areas for future work.</p>	<p>Milestone: Work with fundraising officer to scope funding / sponsorship potential and develop funding bids. Provide report to Leadership Team</p>	<p>Milestone: Project plan in place for 2019 delivery</p>
			<p>Actual Progress: Tender for path improvements around Buckfastleigh advertised. Initial scoping meeting for Pathways project vision and strategy held and vision paper produced. Meeting scheduled for 2 July to agree next steps.</p> <p style="text-align: center;">A</p>	<p>Actual Progress: Contractor appointed for Buckfastleigh paths, due to be on site in October. High moor area at Postbridge identified for second pilot pathways improvement project. Schedule of Works currently being drawn up. Vision for what we want to achieve agreed and funding sources are being explored.</p> <p style="text-align: center;">G</p>	<p>Actual Progress: Buckfastleigh pilot area - on site works completed within budget available. Postbridge pilot area - paths surveyed and schedule of works drawn up to go out to contractors for pricing. Meetings scheduled with Duchy, DPA and Ramblers groups regarding partnership working and joint funding initiatives.</p> <p style="text-align: center;">G</p>	<p>Actual Progress:</p>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
13	Large-scale recreation events - develop and agree a revised policy for managing large-scale events on Dartmoor in partnership with Dartmoor Commoners' Council, Dartmoor Common Owners' Association and event organisers. Outcomes sought - improved management of large-scale recreation events so participants can enjoy themselves without negatively impacting on farmers, commoners, landowners and the wider community and the environment. Also ensuring that such events contribute to the management and economy of the National Park.	AW	Milestone: Draft policy produced and circulated to interested parties	Milestone: Host Event Organisers workshop	Milestone: Complete final changes to policy and guidance for event organisers. New policy implemented, website updated and guidance produced	Milestone:
			Actual Progress: Revisions to revise policy produced through discussion with stakeholders. Event Organisers workshop held in June and some organisers have provided feedback. DAF have also discussed and asked for their views - they are due to meet formally in September but appear to support changes outlined in draft.	G	Actual Progress: This milestone was completed June 2018. Policy going to Authority for adoption in October 2018.	G
14	Deliver Dartmoor elements of the Active 55 Project - Partnership project funded by Sport England and led by Active Devon. Aim is to provide opportunities for people aged 55 plus to engage in physical activity in the natural environment. We will be supporting delivery on Dartmoor. Outcomes sought - active lifestyles for people aged 55 and beyond and enhancing their understanding and enjoyment of the National Park.	OR	Milestone: Development Phase completed - lessons learnt and pilot activities embedded in delivery phase programme to last 5 years starting May 2018.	Milestone: Project start up: recruit activity project leads (bankers and testers); start participant recruitment; start ambassador recruitment.	Milestone: Develop activity project leads - learn from testers; start 'sustain' to 30 min initiative with participants.	Milestone: KPIs at end of year one delivery: Total number of new 'inactive' participants engaged: 300; total number of ambassadors recruited: 90; total number of 'sustain to 30 min': 165.
			Actual Progress: Steering Group postponed as Active Devon undertake a significant internal restructure. Clarity about outcomes and capacity from partners to deliver has been sought. Bid submitted. DNPA letter of support.	A	Actual Progress: Active Devon have received funding. Project now underway. Further meetings with project lead from Active Devon mean greater understanding of programme. Support resources being developed. Meeting with potential volunteer.	A
15	Junior and Youth Rangers - sustain the Junior Ranger programme using funding from Moor Otters and pilot a new Youth Ranger initiative. Outcomes sought - a viable Junior and Youth Ranger programme that provides young people with an enjoyable experience and a better understanding of the National Park; nurturing the skills and passion for participants to be ambassadors for Dartmoor.	OR	Milestone: Recruitment in Q4 of 2017-18 for launch of new cohort of Junior Rangers April 2018. With Ranger Team Manager identify a 'Continuity Lead Ranger'. Develop a Comms Plan for the Junior Ranger project.	Milestone: Mentor 'Continuity Lead Ranger' through initial stages of Junior Ranger programme to ensure seamless support for 'delivery rangers' and confidence from parents.	Milestone: Develop costed and staff resourced options for future development of Junior Rangers [growth?] ...and for Youth Rangers pilot in 2019.	Milestone: Start Junior Ranger recruitment process and recruitment for Youth Ranger pilot.
			Actual Progress: Successful new Junior Ranger Programme well under way - with a good mixture of new participants and returning young people who act as mentors. New 'Continuity Lead Ranger' successfully appointed and starting to 'shadow' delivery and develop thoughts about future direction with Senior Learning & Outreach Officer.	G	Actual Progress: Continuity Lead Ranger 'embedded' with this year's delivery. We are developing ideas for 'progression model' to Youth Rangers for older young people. In discussion with Ranger Team Manager to understand and create capacity to support both Junior Rangers and Youth Rangers in 2019.	G
16	Scope 'Access for All' project - scope, and potentially develop, a bid for external funding to support a programme that provides opportunities for all sectors of society to enjoy Dartmoor's special qualities. Outcomes sought - clear action plan to support an 'Access for All' project and potential funding bid drafted/submitted.	AW	Milestone: Initial scoping and discussions with accessibility groups - identify key players etc.	Milestone: Complete desktop survey	Milestone: Complete access audit and scope associated activities that build confidence in visiting outdoors etc. Produce draft budget / costings	Milestone: Identify potential funders and develop bid ready for submission
			Actual Progress: Not started due to other priorities.	R	Actual Progress: Support gained for joint working with disability groups including evaluation of Walking Festival routes in August. Desktop assessments started to identify suitable routes. Website page in construction.	A
17	Dartmoor 2019 - scope project that will contribute to 2019 year of action for the environment and help celebrate the 70th anniversary of the National Parks and Access to the Countryside Act 1949. Outcomes sought - clear project plan that celebrates the two themes and provides opportunities for people to get engaged in the National Park.	OR	Milestone: Develop outcome criteria with lead Director and major delivery officers	Milestone: Draw together project team from across delivery spectrum to develop ideas and outline costs for an activity plan. Plan to LT? September?	Milestone: Create year long programme - with costings that includes DNPA delivery, possibility of partnership delivery, opportunities for external contractor delivery. Submit budget bid.	Milestone: Begin first quarter of delivery.
			Actual Progress: First meeting of 'Project 19-YOGA' project team held to scope rationale for activities using a theory of change model to ensure that activity in 2019 is co-ordinated and has clear outcomes, considers potential impacts and longer term legacy.	A	Actual Progress: Paper presented for LT discussion and steer. Project team asked to consider delivery for 2019 within current staff capacity. Future meetings to consider activities within existing resource.	A

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
PROSPER						
18	Review and adopt a revised Dartmoor Local Plan - ongoing work programme to ensure that we have an up-to-date local policy framework for managing development within the National Park. Outcomes sought - Adopted Local Plan that supports development that is 'Good for Dartmoor' and helps deliver National Park purposes and vibrant communities.	DJ	Milestone: Member Steering Group Meetings consider the draft Local Plan (LP) Chapters. Officers Workshops for Draft LP Chapters. Evidence base largely complete.	Milestone: Reg 18 LP assembled. Reg 18 LP Designed. Reg 18 LP Agreed for consultation at Authority.	Milestone: Reg 18 Draft Local Plan published for consultation. Consultation & Engagement completed in line with SCI. Representations entered and DNPA responses completed.	Milestone: Reg 18 representations reviewed. Reg 18 draft reviewed and Reg 19 proposed key changes considered by Member Steering Group
			Actual Progress: Steering Group meetings held, officer workshops held, 4 chapters complete for environmental appraisal	Actual Progress: Reg 18 Local Plan completed and awaiting appraisal reports. Full LP to Planning Panel and planned for special November meeting for Authority approval	Actual Progress: Reg 18 Draft Local Plan published for consultation. Public consultation events held, PC Workshop held, topic workshops planned for Jan. Database complete ready for reps.	Actual Progress:
19	Affordable Housing - support delivery of affordable housing by working with developers and communities to bring forward sites, seek funding and ensuring we have a viable delivery model. Implement Revolving Land Bank proposals if funded. Outcomes sought - affordable housing for local needs that is well designed.	DJ	Milestone: Planning Enabler appointed. Devon Rural Housing Partnership (DRHP) Programme for 2018 agreed. Joint Advisory Committee (JAC) Meeting held.	Milestone: Planning Enabler in post. DRHP Programme quarterly review.	Milestone: DRHP Programme quarterly review. One Housing Needs Assessment (HNA) completed.	Milestone: DRHP Programme quarterly review. One HNA completed.
			Actual Progress: JAC postponed, no suitable candidates for Enabler post.	Actual Progress: No appointment to planning enabler post (no suitable candidates). DRHP programme ongoing with work within NP at Dunsford, Widecombe, Cornwood and S Brent	Actual Progress: Negotiating alternative support to planning enabler. Supported affordable housing delivery on schemes at South Brent, and allocated (£106) sites.	Actual Progress:
20	Good broadband and mobile communications - support high speed broadband and good mobile communications network on Dartmoor and work in partnership to encourage use of this network by local businesses and communities. Outcomes sought - communications network that supports local communities and businesses and helps visitors enjoy and understand the National Park.	JR	Milestone: identify partners and opportunities for support for demand stimulation programme on Dartmoor. Report on progress to date. Identify whether further involvement regarding demand stimulation for DNPA.	Milestone: To be determined subject to further involvement	Milestone: Superfast broadband enabled to 4,794 additional premises on Dartmoor and Exmoor through the Connecting Dartmoor & Exmoor programme.	Milestone: Superfast broadband enabled to 4,794 additional premises on Dartmoor and Exmoor through the Connecting Dartmoor & Exmoor programme. Demand stimulation programme agreed to drive takeup on rollout completion.
			Actual Progress: Delay in finalising Airband phase 2 programme until August 2018. Baseline information on coverage being pursued and should be available in the Autumn. No commitment from CDS to undertake any demand stimulation work on Dartmoor to drive up take-up.	Actual Progress: Still awaiting outcomes of phase 2 CDE project.	Actual Progress: Phase 2, CDE rollout now substantially complete but subject to final BDUK assurance checks and programme sign off due spring/summer 2019. Confident that will achieve contract target of passing around 4,800 premises across CDE area. DNPA currently working with Airband on pilot for new airfibre scheme (local fibre optic delivery with wireless backhaul) on Dartmoor as one of 3 CDS community challenge projects. Another community pilot also took place on Dartmoor at Harford which looked to a BT fibre solution. This is now complete. BT gainshare monies are also likely to benefit Dartmoor over next 12 months or so but final coverage is still to be determined.	Actual Progress:
21	Volunteer and citizen engagement programme - active programme of volunteer opportunities across our services and support for these people and other volunteer groups working on Dartmoor. Outcomes sought - rewarding volunteer opportunities that help sustain the National Park, promote enjoyment and understanding and contribute to community well-being.	NW	Milestone: Continue existing provision of long-term volunteering at Haytor and Roborough; provide grant aid to conservation groups; provide support and regular communication to existing volunteers and manage new enquiries; arrange and review volunteer days with identified groups (e.g. HMP Prison); gather feedback from sample of 20 volunteers to understand what they want/when/how we can improve; conduct data/skills audit of current volunteers to ensure data is robust/useful	Milestone: Consider potential development of corporate volunteering opportunities (in conjunction with Comms/Donate for Dartmoor); consider potential for volunteer management system; complete report at conclusion of volunteer support project; determine capacity needed to maintain volunteer support and delivery; put ideas forward for 'thank you' event in September 2018	Milestone: Determine/implement next steps identified during volunteer support project (to be confirmed); maintain/develop volunteer provision; forward plan to seek to ensure the legacy of MTMTE volunteers are retained within DNPA	Milestone: Develop plan to seek to ensure the legacy of MTMTE volunteers are retained within DNPA
			Actual Progress: Long-term volunteering events ongoing; register of volunteers checked for consent (GDPR); feedback from volunteers started and ongoing; identified limited capacity to support group requests and updated website accordingly; drafting end of project report	Actual Progress: Corporate volunteering opportunities not currently being progressed. Meeting arranged with SJ/SL (Nov) to discuss proposal for sponsored volunteer coordinator; SJ progressing new CRM/donor management system (demos attended in Sept); Volunteer Project closure report considered by LT; agreed to use existing admin resource to manage enquiries/systems; decided not to progress idea for 'thank you' event	Actual Progress: General volunteer enquiries/admin ongoing (Legal Sec); opportunity for a sponsored Volunteer Co-ordinator to be promoted across SW businesses early 2019 (proposal flyer drafted); no progress yet re: MTMTE volunteers	Actual Progress:

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
22	<p>Terrific Towns, Vital Villages - a pilot initiative working with local businesses and communities in selected settlements to explore how we might promote these settlements as destinations in their own right, highlighting their history and 'sense of place' and developing individual USPs to increase footfall and trade.</p> <p>Outcomes sought - local business networks that will help promote their towns/villages, increased footfall and spend for local businesses and enjoyable visitor experiences.</p>	JR	<p>Milestone: achieve sign up of key community organisations to approach in 2 pilot settlements</p>	<p>Milestone: engage with community and local businesses to create 'town teams'</p>	<p>Milestone: facilitate 'town team' development of project proposals</p>	<p>Milestone: Ashburton Town Team draft project plan.</p>
			<p>Actual Progress: Draft programme plan well received by 2 pilot Town's Councils and chamber of trade. Ashburton - event being planned for Sept with businesses to take forward proposals. Meeting with Tavistock BID/Chamber arranged to explore potential for collaborative approach to support Princetown.</p>	<p>Actual Progress: Meeting with Ashburton TC and Chamber agreed project proposal and programme. Meeting with Princetown PC agreed proposal and explored potential to link with Tavistock Chamber & Bid.</p>	G	<p>Actual Progress: Ashburton and Princetown signed up for pilots. Support from LEP Growth Hub, Cosmic and DCT and some private business secured in principle. Ashburton 'Town Team' Terms of Reference agreed. Project Plan and programme to be developed during 2019, with a view to bid to Future High Street Fund. Digital marketing workshop & follow up 1-2-1 support secured for traders. Ashburton Antiques trail to be launched in Jan 2019. New 'Discover Ashburton' guide for 2019 also linked to new website and town rebranding subject to funding. Working closely with Town Council and Chamber of Trade, who jointly host the project. Princetown progressing more slowly, opportunity to link in with new Distillery to revitalise village approach as this progresses.</p>
23	<p>Developing the food economy - scope and deliver an initiative to support and promote local food producers and retailers on Dartmoor.</p> <p>Outcomes sought - evidence and practical experience of how to better promote food products from Dartmoor National Park in ways that support local businesses.</p>	JR	<p>Milestone: scope and define project with key partners including potential funding sources</p>	<p>Milestone: Confirm scope, objectives and budget for project.</p>	<p>Milestone: Autumn Food & Drink Exhibition in HMVC and feature article in 2019 Enjoy Dartmoor confirmed.</p>	<p>Milestone: Food & Drink producers identified for Exhibition.</p>
			<p>Actual Progress: Awaiting confirmation of DHFP funding amount, whether restricted or unrestricted and accountability.</p>	<p>Actual Progress: No budget forthcoming through DHFP or LEP avenues and scope of project accordingly revised to focus on elements that could be delivered through existing DNPA resources. Focus on promotion of Dartmoor Food and Drink offer through HMVC exhibition, events and editorial in 'Enjoy Dartmoor' for 2019 season.</p>	G	<p>Actual Progress: Feature article on Dartmoor Drink drafted for Enjoy Dartmoor 2019 with involvement of 3 Dartmoor Drink producers. Planning for Autumn 2019 Dartmoor Food & Drink HMVC exhibition and related events and activities now underway.</p>
24	<p>Parishscapes 2 - working up costed proposal to extend the successful Moor than meets the eye Parishscapes project to the wider National Park area and seek funding for this initiative.</p> <p>Outcomes sought - a funded grant scheme to support community action to help deliver projects that enhance the environment and out understanding of it.</p>	AK	<p>Milestone: Initial discussion with partners and stakeholders. Discussion through MTMTE legacy workshops</p>	<p>Milestone:</p>	<p>Milestone: Start the development of Round 1 bid to HLF</p>	<p>Milestone: Continue to develop funding bid for possible submission in June 2019</p>
			<p>Actual Progress: Initial discussion taken place and positive. No further work planned now until September.</p>	<p>Actual Progress: No work planned for this quarter. MTMTE Legacy Plan has identified parishscapes as a priority for future action.</p>	G	<p>Actual Progress: Not started. Work planned for next quarter so that we can consider the new funding packages to be launched by HLF in January.</p>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)			
25	<p>MTMTE Legacy Plan (key action for 2018/19 - progress monitored here) ***** <i>Deliver Moor than meets the eye - the Authority is the lead partner for this Heritage Lottery Funded Landscape Partnership. As well as acting as the 'accountable body' and co-ordinating the work of partners, the Authority is responsible for delivering a number of projects which are reported separately to LT and Members (avoiding duplication here).</i></p> <p>Outcomes sought - a lasting legacy of environmental enhancement, improved visitor facilities, community engagement, wider understanding and better visitor management.</p>	MA	<p>Milestone: - Organise collaborative Legacy Planning Workshop & form Legacy Steering Group</p> <p>Actual Progress: - Legacy Planning workshop held 9 May 2018 - only 2 volunteers to form a 'Legacy Steering Group'. Opted for a small and informal reference group (MTMTE core team + Tony Clark + Rob Parkinson) - collated various sources of MTMTE Legacy info - sourcing and literature review of other LPS examples - Project Org/Lead reviews of Project Proforma aspirations not forthcoming - updated draft Legacy Plan for 4 July CSG and 12 July LPS Board</p>	G	<p>Milestone: - Draft Legacy Plan for Board Review (July 18) - Develop 'outward-facing' Legacy Overview and continued detailed Legacy Plan development</p> <p>Actual Progress: - Literature review of other LPS Legacy Strategies and Action Plans - Developed 'outward-facing' Legacy Overview and Action plan structure - Provided Legacy Planning briefing note update for 12 July 2018 Board identifying the two key documents to be prepared and key inputs/development framework - Updated draft Legacy Plan for Board Review (12 July 18) following limited Partner input throughout previous two quarters - concerned over lack of engagement/input/ownership from Partners to take legacy forward - held Legacy Working Group meeting 5 September and presented Legacy Overview structure - Identified 10 project Case Studies illustrating MTMTE success and sought Partner input (1 received by 27 Sept deadline)</p>	A	<p>Milestone: - draft Legacy Overview and Legacy Plan docs for Board comment (9 Oct 2018) - Legacy Overview and Plan for Board approval (Nov 2018) - Submit Legacy Overview and Plan to HLF (Nov 2018) - Respond to HLF feedback</p> <p>Actual Progress: - Strategic Legacy Development Overview discussed at 9 Oct 2018 Board and minor comments incorporated - 1No. /10 Case Study received for deadline, 5 in total to date - Limited Partner input or aspirations confirmed - submission postponed with HLF until Jan due to workload and Y5Q1 Claim & Progress Report priority</p>	A	<p>Milestone: - draft Legacy Overview and Legacy Plan docs for Board comment (24 Jan 2019) - Legacy Overview and Plan for Board approval (24 Jan 2019) - Submit Legacy Overview and Plan to HLF (1 Feb 2019) - Respond to HLF feedback</p> <p>Actual Progress:</p>
26	<p>Effective partnerships - most of the work we do is in partnership with other organisations, individuals and communities. These partnerships take time to develop and maintain. A key focus for 2019/20 will be in developing our links to local universities through the SWEEP partnership and a Dartmoor Research Day. We will also support other partnership initiatives such as Butterfly Conservation's 'All the Moor Butterflies'.</p> <p>Outcomes sought - partnerships that help us and our partners deliver National Park purposes and vibrant communities.</p>	AK	<p>Milestone: Dartmoor Research Day 17 July 2018. SWEEP - recreational impacts study completed.</p> <p>Actual Progress: SWEEP Recreation Impacts study completed. Will be part of presentation at Dartmoor research day. Dartmoor Research Day planned and advertised - nearly fully booked. Natural capital work by SWEEP unit delayed due to capacity issues at SWEEP, Steering Group meeting scheduled for 9 July.</p>	G	<p>Milestone: Evaluate Research Day and develop future proposals subject to resources. Bring together partners regarding Haytor and Wray Valley project. SWEEP - project meeting 9 July 2018 to agree future milestones</p> <p>Actual Progress: Review of Research day completed, day was a success but agreed to consider a meeting with interested parties next year to take forward ideas and then consider another research day in 2020. SWEEP project delayed due to capacity issue within SWEEP unit.</p>	G	<p>Milestone:</p> <p>Actual Progress: SWEEP Recreation Futures report completed and joint press release agreed. Worked with UoE who have submitted a bid to SWEEP2 for an innovative project to monitor landscape change through remote sensing. Progressing joint project with NE regarding landscape scale management. Initiated discussions with Butterfly Conservation regarding future partnerships . COMPLETE</p>	G	COMPLETED
27	<p>Apprenticeship programme - support for a rolling programme of up to three apprenticeships per annum.</p> <p>Outcomes sought - supporting people into work through skills development, training and relevant experience. Support for the Authority's service delivery.</p>	NW	<p>Milestone: Continue to provide support to existing 4 apprentices; HR Officer to develop 'mentor' role, building on initial meeting in February 2018; ongoing relationship with Bridgwater College; continue to support development of Apprenticeship Standards (Countryside Worker Standard due to be 'live' during 2018/19)</p> <p>Actual Progress: HR Officer providing valued support to apprentices - ongoing; LT approved ICT Apprentice (2 years) - recruitment ongoing; Digital Comms Apprenticeship due to end September 2018.</p>	G	<p>Milestone: Leadership Team to consider replacement apprenticeship due to end of Digital Comms Apprentice end of October 2018; ongoing support to apprentices/managers</p> <p>Actual Progress: Digital Comms Apprentice appointed to permanent post; ICT Apprentice appointed; 2 x CWT apprenticeships run to end of May 2019; 1 x CWT apprentice to end of Dec 2019 - JS to consider future staffing of CWT for 2019/20</p>	G	<p>Milestone: Subject to decision, recruit new apprentice(s); ongoing support to apprentices/managers</p> <p>Actual Progress: LT determined no further apprentices at this stage; HR work with CWT has improved working arrangements for CWT Apprentices; mentoring support for apprentices provided by HR Officer/managers as appropriate; 2 x CWT apprenticeships end 31/05/19 - need to confirm future plans.</p>	G	<p>Milestone: Ongoing support to apprentices/managers</p> <p>Actual Progress:</p>

Action No.	Key Action	Lead Officer	Quarter 1 (April, May, June)	Quarter 2 (July, August, September)	Quarter 3 (October, November, December)	Quarter 4 (January, February, March)
28	<p>External fundraising programme - renewed focus on Donate for Dartmoor, scope and implement project plan for a new 'public arts' project to be delivered 2019. Support <u>Mend our Mountains 2</u> and consider a crowdfunding initiative specific to Dartmoor.</p> <p>Outcomes sought - funding for practical projects that help sustain the National Park and promote its enjoyment and understanding.</p>	SH	<p>Milestone: refreshed brand and focus for Donate for Dartmoor developed, new marketing materials and business networks developed. Project group for public arts project set up and plan developed for 2019. Mend our Mountains public lunch and promotion via social media</p>	<p>Milestone: CRM specification developed for supporter and volunteer database. Public arts project authority report, project plan drawn up and tenders developed</p>	<p>Milestone: CRM set up and regular communications for fundraising developed. Scoping report developed for membership scheme. Options considered for crowdfunding campaign. Public arts trail work ongoing, contracts awarded, sculpture developed, artists selected</p>	<p>Milestone: develop crowdfunding campaign [if appropriate]. Continue with public arts project, sponsors, artists and trail development. Evaluate Donate for Dartmoor</p>
			<p>Actual Progress: refreshed brand and focus developed for Donate for Dartmoor. Donation boxes made and distributed, talks given to groups and business groups. Mend our Mountains launched. Public Arts project not going ahead.</p>	G	<p>Actual Progress: CRM scoped and on track, specification developed and three companies invited to present. Fundraising update presented to LT with direction of travel approved. Priorities agreed: Donate for Dartmoor to focus on a single fund; scope proposal for sponsored volunteer coordinator; arts trail to be progressed as a major fundraising and engagement project for 2020.</p>	G

- P1 Conservation of the natural and historic environment
- P2 Work to support sustainable farming systems
- P3 Promote a positive experience of Dartmoor National Park for residents and visitors
- P4 Work towards ensuring Dartmoor has a thriving local economy
- P5 Improve support to and engagement with local communities
- P6 Be an excellent organisation

DARTMOOR NATIONAL PARK AUTHORITY

AUDIT & GOVERNANCE COMMITTEE

1 February 2019

PERFORMANCE INDICATORS 2018/19Report of the Head of Organisational DevelopmentRecommendations : **That Members:**

- (i) **note the content of the report; and**
- (ii) **analyse the performance for 2018/19 to date and consider any action which may be taken to maintain and/or improve good performance or to address under performance**
- (iii) **analyse the data and information relating to the National Park Family Performance Indicators for 2017/18 and consider any actions or areas for further discussion**

1 Purpose of the Report

- 1.1 This report informs Members of performance at Quarter 3 against the Authority's agreed performance indicator targets for 2018/19 and provides an opportunity to discuss, query and challenge performance against each indicator.

2 Performance Indicators

- 2.1 The current performance indicator framework comprises a set of 38 indicators. The Authority's current set of performance indicators include 'state of the park' indicators that we have little direct influence over as well as more specific indicators about the Authority's performance. Some of these indicators are agreed locally and others are agreed nationally (i.e. required by Central Government or agreed with other National Park Authorities).
- 2.2 Performance indicators that relate to how our services are performing (a sub-set of all performance indicators) are reported to the Audit & Governance Committee in May each year and monitored during the year.

3 Performance for the period 1 April – 31 December 2018

- 3.1 Attached at Appendix 1 is the list of performance indicators including a description of how we measure our achievement. Performance to Q3 this year is shown as well as the previous two years (2016/17 & 2017/18) for comparison purposes.
- 3.2 Members will note the reduction in the Authority's carbon dioxide equivalent emissions (S11), in particular relating to buildings. The installation of LED lighting at Parke during 2018 has significantly reduced electricity consumption.
- 3.3 The days lost to sickness absence (S12) remains of concern and continue to be closely monitored. A new Absence Management Policy has been drafted and

discussed with Leadership Team. We are currently working with UNISON to finalise a final draft prior to adoption. Implementation of the new policy and processes will be supported by training for staff and managers.

- 3.4 Members are advised that the percentage of overall Member attendance at Authority meetings (S14) rose in Quarter 3 to 78% (73% in Quarter 2), however this remains below the target of 85%. At the December 2018 Authority meeting, Members agreed to publish Member attendance information on our website; this is being progressed.
- 3.5 Members will be aware that the Development Management Service has been working with reduced capacity this year due to some long-term staff absences. The reduction in capacity has meant performance in dealing with minor applications (P1b) has fallen below the 8 week target (49.2% against a target of 65%). However, the target for determining other planning applications within 8 weeks (P1c) continues to be exceeded.
- 3.6 Performance relating to pre-applications for minor and householder applications reduced in Q2 due to the difficult decision taken to suspend our planning advice service. However, we have reinstated this service from January 2019 and are looking to meeting the target in Q4 and beyond.
- 3.7 Affordable housing approvals (P5) have been poor this year to date. This is not currently a cause for concern; applications for affordable housing are reactive from a planning authority's perspective and will have peaks and troughs. We do however have a large number of applications in the pipeline which are expected to be submitted or decided soon. In contrast to low *permissions*, 29 affordable homes have been *completed* so far in 2018/19.
- 3.8 The percentage of subscribers who opened our e-communications (P9c) has continued to reduce in Q3 (25%). We believe this is due to a technical issue relating to email systems and continues to be investigated. On a positive front, the number of subscribers (P9b) is steadily increasing following a significant drop following compliance with the General Data Protection Regulation.

4 2017/18 National Park Family Performance Indicators

- 4.1 In November 2018, the Authority received collated performance data reported by the ten English National Parks against agreed National Park performance indicators.
- 4.2 This data has been circulated to Leadership Team and managers and provided to Members for information in Appendix 2 and 3.

5 Equality and Sustainability Impact

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

6 Financial Implications

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

7 Conclusion

7.1 Members will note from this report that overall the Authority has made good progress during the first nine months of the business year.

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Attachments: Appendix 1 - Performance Indicators 2018/19
Appendix 2 - National Parks Family Performance Indicators data 2017/18
Appendix 3 - 2017/18 NPA family indicator data Promoting Understanding 2017/18

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2016/17	Outturn 2017/18	Target	Quarter 1	Quarter 2	Quarter 3
					2018/19			
SUSTAIN - Conservation of the Natural and Historic Environment								
S7	a) Number of known erosion sites	RS	213 sites identified	213	220		220	
	b) % of known erosion sites stable or improving	RS	58%	72%	75%		75%	
Be an Excellent Organisation								
S11	% change in CO ₂ e from DNPA operations ** (NB: Higher Uppacott was excluded in previous years)	DH	Buildings: 124,336kg +10.5% Transport: 99,442kg -1.9%	Buildings: 138,002kg +10.99% Transport: 102,014kg +2.58%	Buildings: 0% Transport: 0%	Buildings: 30,663kg +18.05% Transport: 26,911kg +6.17%	Buildings: 22,673kg +3.11% Transport: 24,231kg -10.19%	Buildings: 29,068kg -25% Transport: 24,299kg -6.6%
			Overall: 223,778kg +4.6%	Overall: 240,016kg +7.2%	Overall: 0%	Year to date: Bldgs: 53,336kg +21.2% Transport: 51,142kg -4%	Year to date: Bldgs: 82,404kg -4.1% Transport: 75,441kg -10.6%	
S12	Number of working days lost due to sickness per Full Time Equivalent (FTE)	NW						
	a) including long term absence		7.78	7.82	7	5.57	9.13	9.08
	b) excluding long term absence		4.19	4.40	4	1.54	3.23	2.51
S13	% of enforcement cases resolved without the need for formal action	JA/NS	91.4%	92.3%	90%	90.2%	98.1%	100%
S14	% of Membership attending Authority meetings	PB	Authority: 85% Development Mgt: 86% Audit & Gov'nce: 85% Overall attendance: 85%	Authority: 82% Development Mgt: 80% Audit & Gov'nce: 94% Overall attendance: 82%	85%	Authority: 88% Development Mgt: 91% Audit & Gov'nce: 67% Overall attendance: 88%	Authority: 68% Development Mgt: 76% (No A&G) Overall attendance: 73%	Authority: 79% Development Mgt: 80% Audit & Gov'nce: 60% Overall attendance: 78%
S15	% of invoices paid on time	CAR	99.91%	100.00%	98%	100%	100%	100%

Performance Indicators 2018/19

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2016/17	Outturn 2017/18	Target	Quarter 1	Quarter 2	Quarter 3
					2018/19			
S17	% of appeals allowed against DNPA decision to refuse consent (low figure is positive)	CH/JA	43.7%	24%	33%	50.0%	50%	33%
ENJOY - Promote a positive experience of Dartmoor National Park for Residents and Visitors								
E1	Number of visitors to Visitor Centres at:	RM	183,252	187,534	190,000			
	a) Haytor	RM	46,157	51,870	52,000	13,642	19,496	5,253
	b) Postbridge	RM	57,811	56,373	58,000	19,473	24,672	5,727
	c) Princetown	RM	79,284	79,291	80,000	21,022	30,845	12,610
E2	% of total length of footpaths and other rights of way easy to use by members of the public (even though they may not follow the exact definitive line)	AW	79%	88%	85%	92%		82% (average for year 88%)
E4	a) Number of litter bags collected by DNPA staff or volunteers	SL	1016	939	no target set	210	136	52
	b) Cost of disposing of litter collected (includes Tavi Taskforce collection costs)	RS	£18,157	£14,525	£18,000	£2,715	£3,422	£2,998
E7	Visitors Satisfaction: (a) survey	RM	99% of the 306 people surveyed would recommend a visit to Dartmoor to other people	99% of the 306 people surveyed would recommend a visit to Dartmoor to other people	No survey 2018; now biennial			
	(b) Trip Advisor (stars achieved)	RM	4.5 stars average over 75 reviews	4.6 stars average over 67 reviews	4.5 stars	4.8 average over 15 reviews	4.7 average over 24 reviews	4.7 average over 11 reviews
E9	Number of volunteer days attended by under-represented groups and % of total days (excluding older people)	NW	412.5 29%	378 14% (of 2723.5 direct DNPA) <i>Data not captured for volunteer groups</i>	400	70 (18.5%)	60.5 (39.3%)	Data not available in Q3 for under-represented groups

Performance Indicators 2018/19

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2016/17	Outturn 2017/18	Target	Quarter 1	Quarter 2	Quarter 3
					2018/19			
E10	<i>Number of large scale organised events notified to the Authority and subsequently held on Dartmoor National Park (NB figures for large on road cycle "sportives" that we are not consulted on, are shown in brackets)</i> [to be revised - see below]	AW	44	70	no target - record of trends	9	24	12
	number of people participating	AW	8132 (6500)	14,095	reduce number of very large events	1,170	7,160	2,515
E11*	Public engagement events	CP	n/a (new PI from 2017/18)	135 events (6667 people)	135 events (6000)	27 events (800 people) figure not complete	13 events (1576 people) figure not complete	5 events (188 people)
PROSPER - Work towards ensuring Dartmoor has a thriving economy								
P1	% of planning applications dealt with in a timely manner:							
	a) major applications determined within 13 weeks *If over 13 weeks Nos of PPAs or Exts	CH (TJ)	33% *2	0% (2)	50%	0.00%	0% (*1)	0% (*1)
	b) minor applications determined within 8 weeks	CH (TJ)	69.60%	67%	65%	65.30%	60.40%	49.20%
	c) other applications determined within 8 weeks	CH (TJ)	82.80%	85%	80%	81.70%	80.70%	85.00%
P2	a) % of all planning applications determined which have been approved	CH (TJ)	88.6%	89%	no target - success is positive decisions for Dartmoor	80.90%	92.90%	84.20%
	b) % of pre-applications for minor and householder applications which have been dealt with within 28 days	CH (TJ)	77.90%	89%	90%	75.20%	57.7% (Service suspended August 2018)	78.50%
	c) % of pre-applications for major applications which have been dealt with within 42 days	CH (TJ)	73.30%	50%	70%	nil	nil	nil

Performance Indicators 2018/19

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2016/17	Outturn 2017/18	Target	Quarter 1	Quarter 2	Quarter 3
					2018/19			
P3	a) Total number of volunteer days organised or supported by the NPA	NW	1,481.50	2723.50 (direct DNPA) plus 5381.25 (conservation groups) Total 8104.75	8000 (including volunteer conservation groups grant aided by DNPA)	378.5	834.5	761
				£75/volunteer day	£75/volunteer day			
	b) Value (expressed in £) of volunteer days	NW (via NPE)	£111,112.50	£607,856	£600,000	£28,388	£62,588	£57,075
P5	Number of affordable housing units approved	DJ	10 A total of 18 units have been resolved to grant subject to S106 which has not yet been signed. 20 units on Chagford Masterplan site also awaiting S106 completion	39	20	0	0	0
Improve support to and engagement with local communities								
P8	Media articles in WMN & Tindle Group [Dartmoor] papers	SH	414	442	420	110	91	96
P9	Number of:							
	a) Followers on Social Media	SH	21,703	29,241	40,000	30,915	32,761	34,766
	b) Subscribers to e-communications (running total)	SH	2,188	3,690	2,500	1,172	1,279	1,378
	c) % opened	SH	42.5%	42%	45%	42%	29%	25%
P10	Number of unique visitors to website & page views	SH	346,585 / 2,751,830	296,156 / 1,364,268	350,000/ 2,000,000	75,843/ 348,640	94,625/ 402,171	64,083/ 282,625

Performance Indicators 2018/19

Ref No.	How will we measure our achievement	Responsible Officer	Outturn 2016/17	Outturn 2017/18	Target	Quarter 1	Quarter 2	Quarter 3
					2018/19			
P11	% of Parish meetings attended at least once in the year	PB	72% (34 of 47)	72%	80%			
	Number of Parish meetings attended by:							
	a) Rangers / Officers	PB	35	36	36	15	2	6
	b) Members	PB	31	22	30	5	7	11
P12	DNPA attendance at Local shows							
	a) Number of shows attended	CP	15	18	18	1	15	1
	b) Number of contacts made	CP	1,903	2,371	2,000	755	1,353	80
P13	Number of parishes engaged in preparing a community led plan during the year with advice /assistance from DNPA	JR	7	10	6	10	10	10
P14	Donate for Dartmoor - Nature Fund	LT	£581	£979	Target for whole Donate for Dartmoor fund £25,000	£410	£294	£221
P14	Donate for Dartmoor - Recreational Fund	LT	£14,477	£7,849		£1,057	£3,940	£5,977
P14	Donate for Dartmoor - Cultural Heritage Fund	LT	£339	£901		£282	£363	£82
P14	Donate for Dartmoor - General Fund	LT	£4,537	£8,566		£1,209	£4,625	£1,707

*E10 Indicator to be revised to show no. of events not held (after approval) in addition

*P7 Indicator to be reviewed subject to Authority future approach/engagement

National Park Family Indicators 2017-18

Conservation of Cultural Heritage 2017/18

Appendix 2 to Report No. NPA/AG/19/004

PI CH 2

Average no. of Listed Buildings 'at risk' conserved during the last 3 years		
1	Yorkshire Dales	5
2	Broads	3
2	North Y Moors	3
2	Peak	3
2	South Downs	3
6	New Forest	2
7	Dartmoor	1
8	Exmoor	0
8	Lake District	0
8	Northumberland	0

	Total No. LBs considered to be "at risk"	% of LBs at risk
Broads	20	8%
Dartmoor	40	2%
Exmoor	47	6%
Lake District	87	5%
New Forest	10	2%
North Y Moors	170	10%
Northumberland	1	0%
Peak	160	7%
South Downs	84	2%
Yorkshire Dales	80	4%

*Lake District data includes 79 Grade II LBs at risk as at March 2015. Peak District don't have data for Grade II LBs

	No. of listed buildings
Broads	261
Dartmoor	2,066
Exmoor	743
Lake District	1,785
New Forest	628
North Y Moors	1,771
Northumberland	227
Peak	2,144
South Downs	5,203
Yorkshire Dales	2,128

Source data: MEOPL HISTORIC ENGLAND STATUTORY FIGURES (31 March 2018) for National Parks

PI CH 3

Average no. of scheduled monuments 'at high or medium risk' conserved during the last 3 years		
1	Dartmoor	17
2	Lake District	11
3	North Y Moors	8
4	Exmoor	3
4	New Forest	3
6	Northumberland	3
7	South Downs	2
8	Broads	1
8	Yorkshire Dales	1
10	Peak	0

	No. of SMs 'at risk'	% of SMs at risk
Broads	0	0%
Dartmoor	167	15%
Exmoor	27	13%
Lake District	29	10%
New Forest	5	3%
North Y Moors	45	5%
Northumberland	45	11%
Peak	7	1%
South Downs	41	7%
Yorkshire Dales	10	3%

	No of scheduled monuments
Broads	16
Dartmoor	1082
Exmoor	202
Lake District	286
New Forest	186
North Y Moors	843
Northumberland	425
Peak	473
South Downs	575
Yorkshire Dales	292

Source data: MEOPL 'HERITAGE AT RISK FIGURES (31 March 2018) for National Parks

Conservation of Natural Environment

PI NE1

a)

% of SSSI Land in favourable condition in:		
NPA Management		
1	Yorkshire Dales	94%
2	Broads	50%
3	Northumberland	35%
4	North Y Moors	21%
5	Dartmoor	20%
6	Lake District	7%
7	Exmoor	3%
8	South Downs	0%
9	Peak	No data submitted
9	New Forest	N/A

b)

the National Park as a whole		
1	Broads	64%
2	New Forest	53%
3	South Downs	52%
4	Northumberland	35%
5	Yorkshire Dales	30%
6	Lake District	23%
7	Dartmoor	19%
8	Peak	16%
9	Exmoor	15%
10	North Y Moors	12%

Source data: MEOPL Natural England: DMAT Report on 1/4/18

	Area of SSSI in NPA management (ha)	Area of SSSI in NP (ha)
Broads	361	7,097
Dartmoor	692	26,263
Exmoor	5,263	19,387
Lake District	6,416	42,935
New Forest	0	32,191
North Y Moors	1,195	47,379
Northumberland	2,033	11,746
Peak	Don't have this data	50,086
South Downs	0	9,950
Yorkshire Dales	72	57,124

National Park Family Indicators 2017-18

c) % of SSSI Land in 'unfavourable but recovering' condition in:

NPA Management		
1	Exmoor	96%
2	Dartmoor	80%
3	North Y Moors	79%
4	Lake District	71%
5	Northumberland	65%
6	Broads	50%
7	Yorkshire Dales	6%
8	South Downs	0%
9	Peak	No data submitted
9	New Forest	N/A

d) the National Park as a whole

1	North Y Moors	88%
2	Exmoor	81%
2	Peak	81%
4	Dartmoor	79%
5	Yorkshire Dales	67%
6	Northumberland	63%
7	Lake District	62%
8	South Downs	45%
9	New Forest	43%
10	Broads	27%

Source data: MEOPL Natural England: DMAT Report on 1/4/18

PI NE2 % of water courses with:

a) "high" or "good" ecological status

1	Northumberland	68%
2	Exmoor	52%
3	Yorkshire Dales	47%
4	Lake District	43%
5	Peak	37%
6	Dartmoor	36%
7	North Y Moors	27%
8	New Forest	22%
8	South Downs	22%
10	Broads	0%

b) "moderate" ecological status

1	Broads	98%
2	New Forest	78%
3	Dartmoor	61%
4	North Y Moors	58%
4	Peak	58%
6	South Downs	57%
7	Lake District	48%
8	Yorkshire Dales	46%
9	Exmoor	45%
10	Northumberland	18%

Please note: No MEOPL data received 2018 - Source data: MEOPL from Natural England as at April 2017

Total length of WFD water courses in the NP (km)	
Broads	152
Dartmoor	534
Exmoor	300
Lake District	1143
New Forest	271
North Y Moors	780
Northumberland	384
Peak	468
South Downs	314
Yorkshire Dales	921

Please note: No MEOPL Data received from Environment Agency for 2018 - 2017 data used

Corporate & Democratic

PI CD 3 % change in annual greenhouse gas emissions from National Park Authority operations

Not due for reporting in 17/18

Total CO2 emissions (tonnes)

National Park Family Indicators 2017-18

Development Management

PI DC 0

% of all applications determined which have been approved		
1	Northumberland	97%
2	Exmoor	95%
2	North Y Moors	95%
4	Lake District	94%
4	Yorkshire Dales	94%
6	Broads	89%
6	Dartmoor	89%
8	South Downs	87%
9	New Forest	84%
10	Peak	67%

Total no. of planning applications received	
Northumberland	64
Exmoor	242
North Y Moors	731
Yorkshire Dales	697
Lake District	1,164
Dartmoor	583
Broads	254
South Downs	2,790
New Forest	821
Peak	1,110

PI DC 1 % of planning applications by type dealt with in a timely manner:

a) major applications determined within 13 weeks		
1	Broads	100%
1	New Forest	100%
1	Peak	100%
1	Yorkshire Dales	100%
2	Exmoor	90%
6	South Downs	86%
7	Lake District	80%
8	North Y Moors	75%
9	Dartmoor	0%
9	Northumberland	0%

b) minor applications determined within 8 weeks		
1	Northumberland	97%
2	Broads	96%
3	Exmoor	94%
4	South Downs	87%
5	New Forest	84%
6	Lake District	82%
7	Yorkshire Dales	80%
8	North Y Moors	73%
9	Dartmoor	67%
10	Peak	64%

c) other applications determined within 8 weeks		
1	Northumberland	100%
2	Exmoor	93%
2	South Downs	93%
4	Broads	92%
4	Lake District	92%
6	New Forest	91%
6	Yorkshire Dales	91%
8	Dartmoor	85%
9	North Y Moors	82%
10	Peak	73%

PI DC 2

% of planning applicants satisfied with the quality of service received		
1	Northumberland	93%
2	Exmoor	91%
3	North Y Moors	90%
4	Yorkshire Dales	88%
5	New Forest	84%
6	Broads	83%
7	Peak	75%
8	South Downs	69%
9	Dartmoor	No data
9	Lake District	No data

No survey carried out for Dartmoor & Lake District

Promoting Understanding

see separate report

National Park Family Indicators 2017-18

Recreation Management

PI RM 1

% of the total length of footpaths and other rights of way that were easy to use		
1	Exmoor	96%
2	Peak	92%
2	South Downs	92%
4	Dartmoor	88%
5	Yorkshire Dales	82%
6	North Y Moors	80%
7	Broads	78%
8	Lake District	74%
9	Northumberland	65%
10	New Forest	62%

Total lengths of footpaths and other Rights of Way (km)	
Exmoor	1,342
Peak	2,459
South Downs	3,385
Dartmoor	733
Yorkshire Dales	2,623
North Y Moors	2,343
Broads	348
Lake District	3,122
Northumberland	1,078
New Forest	326

PI RM 3

Total No. of volunteer days organised or supported by the NPA			Value [£=75/day]
1	North Y Moors	14,507	£1,088,025
2	Dartmoor	8,105	£607,856
3	Yorkshire Dales	7,001	£525,075
4	Peak	6,795	£509,625
5	South Downs	5,221	£391,575
6	Lake District	4,985	£373,875
7	Exmoor	3,654	£274,050
8	Northumberland	3,299	£247,425
9	Broads	2,206	£165,450
10	New Forest	1,648	£123,600

No. of those days attended by 'under represented' groups		
1	Yorkshire Dales	1,212
2	Dartmoor	378
3	Northumberland	368
4	Lake District	196
5	Broads	105
6	Exmoor	66
7	New Forest	8
8	North Y Moors	-
8	Peak	-
8	South Downs	-

NB: NY Moors no longer collect this data; Peak do not collect; and South Downs have no data to report this year

**2017/18 NPA family indicator data
Promoting Understanding 2017/18**

Each NPA in England to produce a snapshot of the year (which is valuable for NPE, Defra) demonstrating the breadth of work in second purpose work.

This should be a pithy statement of the most important workstream / outcome. A maximum of 150 words – brief bullet points with some qualitative data; comprising:-

- 1) The strategic fit / why the work is a priority to the NPA;
- 2) Identify key activities undertaken;
- 3) Provide some quantifiable outputs, and;
- 4) Information on outcomes wherever possible.

Broads	Our new Communications Team structure has provided extra capacity and enhanced experience to our digital communications, media management and PR, branding and marketing. Our new visitor website (visitthebroads.co.uk) was launched, with the visitor experience at the heart of the design. We have implemented a comprehensive content plan, and have weekly content additions to keep the site current. We launched distinct social media accounts for the Broads National Park and the Broads Authority. National Park branding artwork was installed at key arterial gateways to the area, including free space at Norwich Airport (18 metres of floor to ceiling height wallspace and information screens) and at the area's two busiest train stations, Norwich and Great Yarmouth, which have a combined footfall of 5,500,000 people a year. Our media coverage has increased – over 9 months we recorded 83 stories about the Broads and the Authority, with 86% expressing a positive/neutral sentiment.
Dartmoor	Not completed – this has already been adequately captured between Parks in progress updates relating to delivery of the 8-Point Plan for National Parks.

Exmoor

Following the publication of the Government's 8 Point Plan for England's National Parks in 2016, the Authority took a strategic decision to invest in additional capacity to reach out to groups and communities who may not have considered visiting the National Park.

The principal aims of the project are:

To coordinate key elements of the Government's 8 Point Plan for England's National Parks by:

- Increasing the number of young people visiting and experiencing Exmoor National Park through school visits.
- Contributing to, and delivering, an effective, safe and quality environmental education service for Exmoor National Park Authority for formal and informal education groups and establishments.

At the end of the 3-year programme (2018/19) we aim to have increased the number of individual visits to, and engagements with, the National Park by the target groups by 30%.

Headline figures for this work are:

Year	No. Schools engaged	No. students	% increase over baseline
2015/16 (baseline)	169	5023	
2016/17	202	6181	23
2017/18	183	6717	34
2018/19 (Target)		6530	30

<p>Lake District</p>	<p>In July 2017, the Lake District became a UNESCO World Heritage Site. Work has begun to promote understanding of our WHS status and the work that we do as a National Park. Highlights in the last 12 months include unveiling of the official WHS plaque and interpretation in Keswick by HRH Prince Charles and the opening of the Coniston Coppermines Valley Information Hub. Our development continues at Brockhole on Windermere – The Lake District Visitor Centre, our primary centre for educational and interpretive provision to the public, schools and other educational groups. In 2017/18 we had over 240,000 visitors and the Learning Service engaged with over 12,000 students. We have renewed our partnership with the John Muir Award, engaging 3,320 people, with around 22,000 hours of conservation activity giving participants a taste of volunteering. Our programme of Winter Skills training and understanding continues to grow with 145 courses being delivered.</p>
<p>New Forest</p>	<p>Our work to facilitate and coordinate the management of recreation across multiple landowners, user groups and organisations made significant steps forward - raising awareness of the many things that make the New Forest special, inspire people to care for (and not inadvertently harm) them and ensure the Forest thrives for future generations to enjoy. We led a successful public consultation on future recreation management priorities for six key statutory organisations (attracting 1,502 individual and 52 organisation responses). To ensure joined-up working and promotion of agreed key messages in ways that are likely to have best effect, we coordinated multiple forums and projects, including those focussed on cyclists, dog-walkers, horse-riders, litter, ground nesting birds, animal accidents and best practice in influencing behaviour. On the ground, our staff had face-to-face contact with 55,207 people through education activities, rangers, events, travel concierge, training and talks.</p>

North York Moors	<p>Both visitor centres were improved and visitor numbers are up again. Website traffic is up by 10% and our social media is now followed by over 50,000. Our Education Team engaged with 18,000 young people and our volunteer service with 700 people, delivering work across the National Park. Our targeted transport scheme assisted 5,500 people from target communities to visit. Campaigns with VisitBritain, Welcome to Yorkshire and others have provided excellent promotion and interest from Film and TV continues. VisitEngland's Discover England Fund project is creating memorable experiences for international visitors. A Coastal Communities Fund project is underway while a European funded partnership with Yorkshire Dales and Howardian Hills AONB is strengthening the North York Moors Destination Partnership, with over 500 tourism businesses benefitting. Events, including our third Dark Skies Festival attracted large numbers and generated excellent publicity. The year on year growth in visitors to the National Park continued.</p>
Northumberland	<p>During 2017-18 the Sill National Landscape Discovery Centre opened to the public for the first time. Visitor numbers for the year were over 110,000 which exceeded expectation. Events, Training and Education programmes have been implemented and are developing in line with our growing experience of how best to engage with visitors. Total activity days during the year were 12,195 with 24% of activities being run from the Sill. The aim is to use the Discovery Centre as a starting point to develop engagement opportunities throughout the park.</p> <p>In other areas, the Authority is continuing to run successful projects with our partner organisations. This includes the HLF funded Revitalising Redesdale Landscape Conservation Action Plan (LCAP) and the Border Uplands Demonstrator Initiative (BUDI), BUDI is an investigation into results-based Land Management, partnered by organisations across the Scottish Borders and Northern England.</p>
Peak District	<p>Work has continued on developing the directorate structure with new Commercial Development and Outreach Directorate completing its realignment with new staff roles in 3 areas, visitor experience development, outreach development, and marketing and fundraising development. People visiting our assets continue to give positive feedback about their experiences of using PDNP services. From surveys and counts we estimate that last year 10,000 (25% under 25) people visited North Lees Campsite, c300,000 (15% under 25, 8% with health inequalities) visited the trails, 30,000 (25% under 25 15% health inequalities) used our cycle hire centres, and c400,000 (22% under 25 18% with health inequalities) visited our Visitor Centres. We worked directly with 21,798 young people through our school visit service, Junior Ranger programme and Conservation Volunteers programmes. 1703 people took part in activities with a targeted health outcome, including work with the Early Intervention service, Play Wild project, and health walks.</p>

<p>South Downs</p>	<p>We are always looking for new ways reach out to people beyond our usual National Park visitors. In National Parks Week 2017 our rangers went 'on tour' to four urban areas beyond the South Downs' borders in the first week of the school holidays. Three free sessions each day introduced families, around 200 in total, to this amazing place on their doorsteps. Whilst children joined in activities, rangers gave parents ideas for getting out into the countryside. In February 2018 we held our second South Downs Dark Night Skies Festival. This two-week celebration of International Dark Skies Reserve status uses stargazing to encourage people to appreciate, understand and protect our dark skies. Partner organisations and local astronomy groups across the National Park ran activities; our flagship Stargazing South Downs event attracted more than 500 people; and five separate stargazing events brought a further 450 people into the National Park.</p>
<p>Yorkshire Dales</p>	<p>The Destination Dales group has hosted 1 tourism forum networking event. With speakers from The Eden Project, Visit England and a range of speakers from smaller tourism businesses. 2018 will focus on special qualities based tourism with an emphasis on local food, wildlife and dark skies. Other key activity in 2017 was a new Cheese Festival funded by RDPE under the Moors and Dales Destination Management project. This showcased Dales cheese producers, with a weekend of Cheese related activities based at the Wensleydale Creamery and a further week of smaller events across the National Park.</p> <p>The project employs a Destination Co-ordinator who works to promote tourism based on the national park special qualities and shares best practice for tourism in protected areas. These projects together will help to ' Improve the quality, variety and marketing of the tourism 'offer' based on the local distinctiveness within the National Park.</p>