

## DARTMOOR NATIONAL PARK AUTHORITY

1 March 2019

**2019/20 DRAFT BUSINESS PLAN**

Report of the Chief Executive (National Park Officer)

**Recommendation: That Members review the draft business plan for 2019/20 and delegate authority to the Chief Executive (National Park Officer), in consultation with the Chairman, to agree the final version.**

**1 Background**

1.1 The Business Plan is a strategic document and as such does not seek to describe everything that we do, rather it seeks to:

- Explain the vision for the Authority and outline the way we will work to achieve National Park purposes;
- Identify the core values which will guide our work;
- Set out the Authority's strategic priorities and the key actions to achieve these;
- Detail the funding available to deliver the Business Plan.

It also provides a link between the National Park Management Plan ([Your Dartmoor](#)), individual work programmes and staff appraisals.

1.2 The draft Business Plan focuses on 2019/20 but identifies where actions/programmes will continue beyond 2019/20 and thus links to the Medium Term Financial Plan as well as the detailed revenue budget for 2019/20) (see NPA/19/006).

1.3 The national policy context for the Business Plan is provided by documents such as the Government's plan for the environment ([A Green future: Our 25 Year Plan to improve the Environment](#)); the [Eight Point Plan for National Parks](#) and its [Industrial Strategy](#) and productivity agenda. The Business Plan identifies the links to the Environment Plan and Eight Point Plan for National Parks. 2019 is the Government's Year of Green Action and we have already submitted to Defra an action plan detailing the activities we will be undertaking in 2019 calendar year to support this initiative.

**2 Priorities for 2019/20**

2.1 Members discussed priorities for 2019/20 and beyond at the workshop in September 2018. In no particular order they are:

- Conservation of the natural and historic environment;
- Work to support sustainable farming systems;
- Promote a positive experience of Dartmoor National Park for residents and visitors;

- Work towards ensuring Dartmoor has a thriving local economy;
- Improve support to and engagement with local communities;
- Be an excellent organisation.

2.2 The Business Plan (see appendix 1) also sets out the way we will work. Whilst our work is presented under three themes that link to [Your Dartmoor](#) (the National Park Management): Sustain, Enjoy and Prosper, our overall goal is to work in an integrated way (often with partners) to ensure that each work area or priority action considers and delivers across all three themes. A project might be focused on sustaining the natural environment but we will always look to ensure we consider and deliver links with the prosperity and enjoyment themes.

2.3 The draft Business Plan identifies key actions to help deliver these six priorities. In the last couple of years Members have highlighted a number of areas where they wanted to see a clearer focus, these included:

- Management and enhancement of access (Public Rights of Way and other access infrastructure)
- Future direction of agriculture policy
- Role of the Authority in supporting economic development and productivity
- Engaging with people and communities
- External funding and promotion of the work we do

These comments and suggestions have been picked up in the draft Business Plan:

- The Pathways Project is a focused, 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.
- Future direction of agriculture policy – the Authority has been active in promoting the learning from Dartmoor Farming Futures (described as a potential blueprint for the future Environmental Land Management System [ELMS] by the Farming Minister) and a number of the key actions contained in the draft Business Plan are aimed at helping to shape a future ELMS that will be 'good for Dartmoor' e.g. Common Cause, the work being undertaken under the Countryside Stewardship Facilitation Fund and the Natural Flood Management and Peatland restoration projects. We are also, with the support of partners, seeking to re-focus the Hill Farm Project so that it clearly covers the whole of the National Park and offers initial environmental land management advice.
- Supporting economic development and productivity. The Authority's work is focused on managing and enhancing a key economic asset – Dartmoor National Park. The Terrific Towns, Vital Villages project was commenced in 2018/19 and will continue during 2019/20 and there is scope (subject to staff resources) to do more work in this area. We are still waiting to hear about our proposal to pilot a revolving land bank. Although not referenced as a key action we will be contributing to the Heart of the South West's Local Industrial Strategy and working through National Parks England, to seek funding for the rural development work of the Authority as part of the post Brexit approach to the rural economy.
- The theme of engaging with people and communities is reflected in a number of the key actions in the draft Business Plan including, for example: the Junior and Youth Ranger initiatives, the Year of Green Action programme, Parishscapes

(funded via Moor than meets the eye) and Love Moor Life. This is an area that we need to review during 2019/20 to ensure we are learning the lessons from the Landscape Partnership and have some internal capacity to sustain initiatives like Parishscapes and the active volunteer programme that the Partnership has developed.

- External funding – the draft Business Plan includes a commitment to run a second public arts funding programme – Moor Otters 2 – as well as actively promote Donate for Dartmoor.

2.4 The draft Business Plan includes a key action to review the National Park Management Plan. We commenced the review in 2018/19 and are focusing on developing a clear, shared vision for the National Park that will act as a catalyst and framework for partnership working to deliver the vision.

2.5 The Business Plan is supported by a performance management framework that comprises three elements:

**Dashboards for key services/teams** - these are intended to provide management information on how a service/team is performing and an opportunity to highlight key achievements and pressure points. They use existing data sets. Their primary value should be to the manager for that service area - for them to use to review and potentially improve performance. They are also reported quarterly to Leadership Team (as part of the meeting that focuses on performance) and Leadership Team will reflect key issues in reports to Audit and Governance Committee. In addition, Audit and Governance Committee can request to see any dashboard. The dashboards help to demonstrate the 'day job' whilst the Business Plan focuses on key strategic projects.

**Performance indicators (PIs)** - these are data sets that we use to gauge the 'quality of the service' we provide and/or potential impact. The current set comprises a mixture of PIs: some are set nationally by Government (e.g. speed of planning decision); some have been agreed collectively by the English National Park Authorities so that we can benchmark performance; and some are agreed locally (i.e. by Dartmoor National Park Authority). The PI data is reported to Audit and Governance Committee. As part of the work on the Management Plan review we will be looking at the State of the Park PIs over the next 12 months.

**Business Plan monitor** - this document tracks progress with the key actions identified in the Business Plan. It is reported quarterly to Leadership Team and to Audit and Governance Committee. The intention is to better project manage the key actions identified in the Business Plan, ideally to ensure they are delivered on time and within budget, but also to identify, at an early stage, if there are any actions we are at risk of not delivering and to consider any support measures to address project slippage, or whether we signal to Members that action will not be completed and why.

### 3 Equality and Impact Assessment

3.1 Under the Equality Act 2010 (the Act) the Authority must prepare and publish one or more objectives it thinks it should achieve in pursuance of the general duty under the Act. Members will note that the Business Plan includes specific priorities to promote a positive experience of Dartmoor National Park for residents and visitors

and to be an excellent organisation. These priorities will include actions which promote equality of access and awareness and understanding of diversity and have been incorporated into the performance monitoring framework.

#### **4 Financial Implications**

- 4.1 The draft Business Plan has been developed in parallel with the 2019/20 Revenue Budget and Medium Term Financial Plan. 2019/20 is the last year of the current Spending Review settlement and thus there is considerable financial uncertainty beyond 2019/20. 2019/20 is also the last year of the Heritage Lottery Funded Landscape Partnership which has been an important source of funds for practical conservation, access and community engagement work within the Partnership area. The draft Business Plan has a clear emphasis on developing new funding streams and working up potential bids for external funding but these will not be a substitute for National Park Grant. There is also an opportunity cost in developing fund bids especially if they are unsuccessful.
- 4.2 Some of the key actions (notably the proposal to extend Postbridge Visitor Centre) are dependent on external funding.

#### **5 Conclusion**

- 5.1 The draft Business Plan is ambitious with a blend of key actions that will deliver management and enhancement of the environment, opportunities for people to get engaged and promote the enjoyment and understanding of Dartmoor's special qualities. These actions will help support the Dartmoor economy and the communities that live within the National Park. The key ingredients for most of the actions are staff time and partnership working.
- 5.2 There is clear correlation between the ambition of the Government to enhance the environment and re-connect people with it and the actions in the draft Business Plan. Whilst many of the actions are funded there are a number that relate to work programmes designed to develop future funding bids and/or secure other forms of funding (voluntary donations, commercial sponsorship etc.).

KEVIN BISHOP

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**DARTMOOR NATIONAL PARK AUTHORITY**  
**BUSINESS PLAN 2019 - 2020**

## **Welcome**

2019 is the 70<sup>th</sup> anniversary of the legislation that provided for the designation of National Parks in England and Wales. The National Parks and Access to the Countryside Act 1949 has shaped the British countryside and is arguably as important a framework as the National Health Service – providing for areas to be conserved and enjoyed by the public, delivering public benefits and ensuring our ‘green and pleasant land’ remains part of our national identity.

The architects and authors of the 1949 Act are to be applauded for their vision and the firm foundation that they provided for post war reconstruction. In 2019 we face a new set of challenges and opportunities: the decline of biodiversity, climate change, an uncertain future for farming, a changing role for our towns and villages, an ageing population and the potential for increasing visitor numbers. The Government has commissioned a review of National Parks which will report in 2019. We are clear that National Parks have been a success and something the nation should be proud of but there is also scope to do more to manage and enhance our National Parks and provide opportunities for all parts of society to enjoy, understand and cherish these special places. We hope that the Government’s review will provide the tools and resources to sustain and enhance our National Parks for another 70 plus years.

Our ambition is to act as a powerful and effective enabler and advocate for Dartmoor National Park, working with others to deliver a National Park that is thriving, inspirational and valued. The Business Plan sets out what this means in practice and how we will seek to achieve it. It supports the wider National Park Management Plan – *Your Dartmoor* – which sets out a long-term vision for the National Park, which is shared by the Authority and other partners. There is a close correlation between the Authority’s priorities and those identified through consultation and engagement in the preparation of the Management Plan.

We seek to sustain Dartmoor’s natural environment and to conserve its cultural and historic environment, promote the enjoyment and understanding of the National Park and foster the well-being of local communities. This can be summarised as: Sustain, Enjoy and Prosper – the three themes that guide our work. We want to hand on to future generations a Dartmoor that is a living, working landscape that can be enjoyed by all.

The Government has published an ambitious plan for the environment – [“A Green Future: Our 25 Year Plan to Improve the Environment”](#) and an [“8 Point Plan for National Parks”](#). Our Business Plan responds to this agenda and demonstrates how, through key actions and service delivery, we are maintaining and enhancing the environment and providing people with opportunities to enjoy it and improve their health and well-being. We are also contributing the Government’s Industrial Strategy and productivity agenda through our support for local businesses and a desire to see enhanced environmental productivity.

Our challenge is to work, in partnership, to conserve Dartmoor’s special qualities; enable people to enjoy them, and to do this in ways which help develop understanding of the

National Park and contribute to the local economy. We look forward to working with you to deliver this Business Plan and the Vision for Dartmoor National Park.

Bill Hitchins, Chairman  
Kevin Bishop, Chief Executive

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## Vision for Dartmoor National Park

<p><i>Dartmoor, an inspirational place where, in 2034:</i></p> <ul style="list-style-type: none"> <li>- <i>The natural beauty, wildlife and cultural heritage are conserved, <b>sustained</b> and enhanced</i></li> <li>- <i>Local people and visitors <b>enjoy</b> and learn more about the National Park</i></li> <li>- <i>Local communities and businesses <b>prosper</b> and benefit from Dartmoor’s human and natural resources</i></li> </ul> <p><i>The National Park is an exemplar in delivering a range of public benefits, and leading the way in developing new approaches and thinking<sup>1</sup></i></p>
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## How we will deliver for Dartmoor National Park

*“We will act as an enabler and advocate for Dartmoor National Park; working with others to deliver a National Park that is thriving, inspirational and valued”*

By this we mean:

Enabler	Making things happen Generating and receiving ideas Experimenting and learning Prepared to take managed risks
Advocate	Raise the profile The voice for Dartmoor National Park Lead by example
Others	From local communities to Ministers
Thriving	From local businesses, farming, biodiversity to cultural heritage and local services
Inspirational	Through the work we do, and the special qualities of the National Park, inspire people to: <ul style="list-style-type: none"> <li>• Engage, enjoy and help look after the National Park;</li> <li>• Support and demonstrate how to live differently (i.e. within environmental limits);</li> <li>• Encourage people to try new things, learn more.</li> </ul>
Valued	Support for the National Park Recognition by local communities, visitors, Government and partners of the importance of the National Park and the work of the Authority

In addition a number of core values will underpin the way in which we work.

We will:

- ensure that our relationships with the public, partners and each other are founded on honesty, transparency, impartiality and consistency, demonstrating equality and fairness in everything that we do and being open to challenge
- value the people who work for Dartmoor - our staff, Members, and volunteers and seek to involve, empower and develop them
- place the environment at the heart of everything we do

<sup>1</sup> Dartmoor National Park Management Plan 2014 – 2019 [www.yourdartmoor.org.uk](http://www.yourdartmoor.org.uk)

## Our Business Plan

Dartmoor National Park Authority is a small organisation with limited resources available to fulfil our two statutory purposes of:

- *conserve and enhance the natural beauty, wildlife and cultural heritage of the National Park*
- *promote opportunities for the understanding and enjoyment of the special qualities of the area by the public.*
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In carrying out this work, we are also required to:

- *seek to foster the economic and social well-being of local communities within the National Park.*

Much of the work we do is undertaken in partnership with others in order to achieve the best outcomes for Dartmoor National Park, the people who live and work here and those who visit this special place.

The Business Plan includes key actions that are co-funded through the Heritage Lottery Fund Landscape Partnership scheme – Moor than meets the eye and being managed by the Authority.

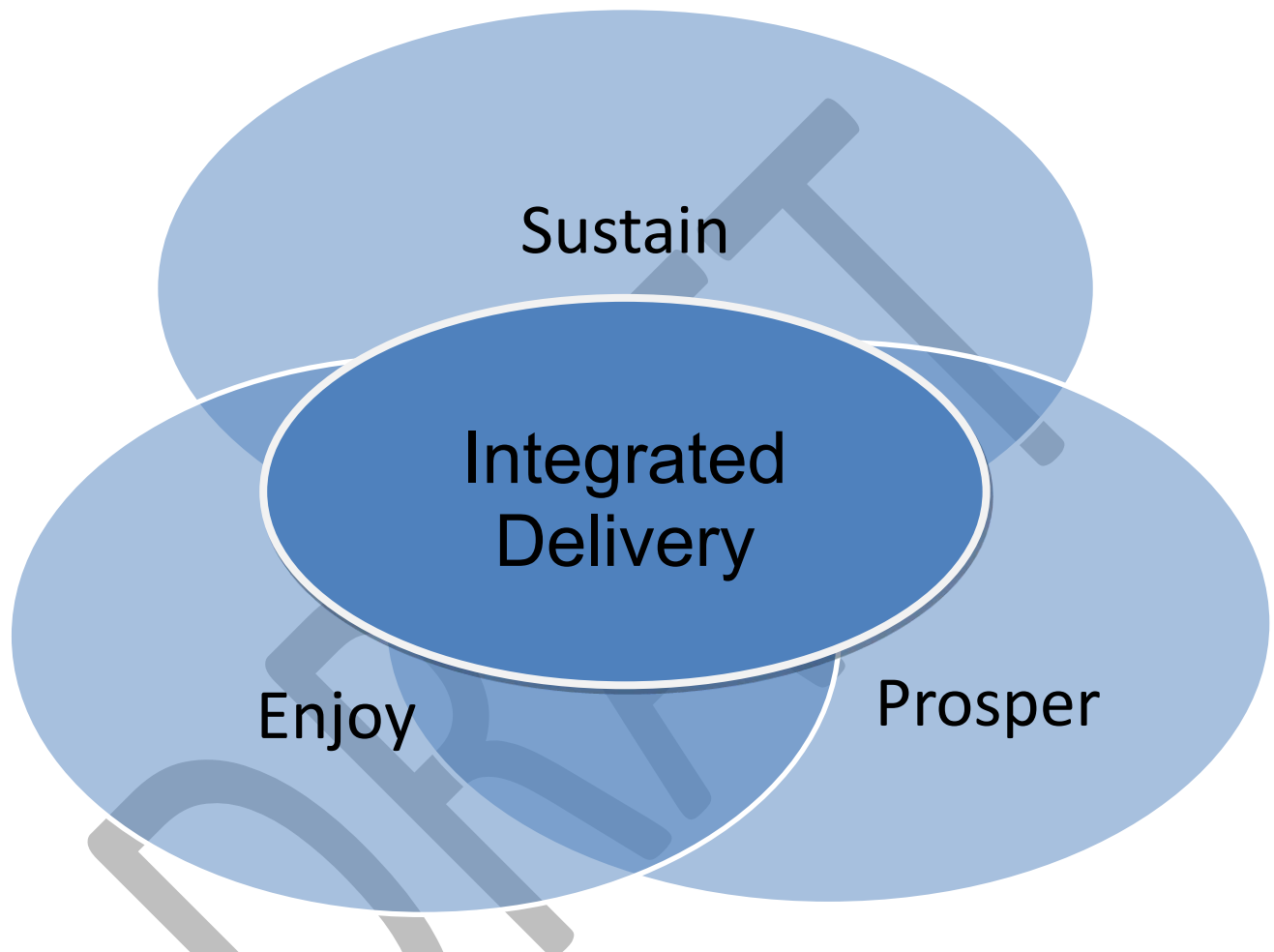
The priorities in the Business Plan are led by our requirements to meet outcome targets in Your Dartmoor – the National Park Management Plan, but are also informed by Government (in particular the 25 Year Environment Plan, 8 Point Plan for National Parks and the Industrial Strategy/productivity agenda); the views of Members and staff; and the residents of Dartmoor National Park (through, for example, the Management Plan Steering Group, National Park Forum, Dartmoor Farmers' Forum and Dartmoor Access Forum).

Due to the strong link to the National Park Management Plan, this Business Plan carries the same headline themes of *Sustain, Enjoy and Prosper*.



## The Way we Work

Whilst our work is presented under three themes: *Sustain*, *Enjoy* and *Prosper* our overall goal is to work in an integrated way (often with partners) to ensure that each work area or priority action considers and delivers across all three themes. A project might be focused on sustaining the natural environment, but we will always look to ensure we consider and deliver links with the prosperity and enjoyment themes; and vice versa.



## Measuring progress

At the end of each financial year, the Authority completes an annual performance review which contains information about the progress made in delivering the actions in the Business Plan, together with achievement against a comprehensive set of performance indicators.

## The Work of the Authority

This plan sets out the key strategic actions we will develop in 2019/20 in support of our priorities. Our core business continues on a daily basis, this includes:

### Sustain

*Helping to conserve and enhance the biodiversity, cultural heritage and landscape*

Undertaking, researching and monitoring Dartmoor's biodiversity, cultural heritage and landscape	Over 26% of Dartmoor is of international importance for biodiversity. There is also an extensive network of County Wildlife Sites and 90% of these are in good condition.
Implementing practical conservation and enhancement works for biodiversity, cultural heritage and landscape.	Over 1,000 Scheduled Monuments. Most important area of Bronze Age archaeology in Western Europe Remove or reduce risk to over 10 Scheduled Monuments a year through proactive management, advice and volunteer effort
Offering advice and supporting conservation on Dartmoor through practical projects and partnership working	100% of our key indicator species stable or increasing (in terms of population) – an increase of 17% since 2013.

### Enjoy

*Providing opportunities for people to enjoy the countryside and contribute to health and wellbeing*

Managing and maintaining public rights of ways and open access land	734km public rights of way and 85% classified easy to use 46,663ha of open access land
Operating 3 visitor centres and a number of car parks and public toilets	190,000 visitors to Visitor Centres
Providing opportunities for people to learn more skills through volunteering	Over 8,000 volunteer days organised or supported
Supporting formal education and life-long learning	1,400 school children involved in formal educational trips

## Prosper

*Supporting our local communities and the rural economy*

Enabling development that is 'good for Dartmoor' through our role as the local planning authority	Circa. 600 planning applications per year
Providing business support and training to over 350 hill farmers through the Dartmoor Hill Farm project	90% of Dartmoor is used for farming
Supporting community-led planning to provide affordable housing	Details to be added.
Championing better communication networks	Securing funding for a wireless superfast broadband network that should ensure that over 90% of Dartmoor premises have access to superfast broadband

## Be an excellent organisation

*Being an efficient and effective organisation that works with partners to deliver the best outcome for Dartmoor*

Ensuring our financial processes are robust and suppliers are paid within 30 days	99% of invoices paid on time
Bringing in excess of £4.8m each year to Dartmoor (in terms of funding for our core work and other partnership projects)	Every pound spent by the Authority generates over £4.00 for the local economy
Managing our own estate, including the Higher Uppacott Grade 1 Listed Building and areas of open moorland such as Haytor	Higher Uppacott is a rare example of a medieval longhouse with an unaltered shippon (cattle shelter). Haytor is one of the most visited parts of the National Park – over 70,000 visits per annum, it is also an important habitat for rare species such as the Curlew and Cuckoo.

## KEY ACTIONS TO DELIVER BUSINESS PLAN PRIORITIES

### Priorities:

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

NB Final version of the table will demonstrate link to Business Plan Priorities, Themes and Government Strategies (ie 25 Year Plan and Eight Point Plan for National Parks)

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Key Action	Outcome sought	Target start date	Target end date	Lead Officer
Ensure that the new Environmental Land Management System (ELMS) will be good for Dartmoor	A system that reflects Dartmoor's Special qualities and provides scope to maintain and enhance a wide array of public benefits. A role for the Authority in co-designing the system and facilitating in its delivery through advice.	Started	2024	Chris Giles
An enhanced Visitor Centre Postbridge	An enhanced National Park Visitor Centre at Postbridge which will enable us to better interpret the archaeological and cultural importance of Dartmoor, support local economic development and enhance peoples' experience of the National Park.	Started	2020 Subject to external funding	Sam Hill
Revised Management Plan for Dartmoor National Park	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.	Started	2020	Clare Reid
Local Plan	An adopted Local Plan that (together with the Management Plan) provides a framework for the future development and management of the National Park, helps deliver National Park purposes and vibrant communities	Started	2020	Dan Janota
Peatland Restoration	Restoration and enhancement of 276ha of peatland on Dartmoor	Started	2021	Chris Giles
Common Cause	Model for development and delivery of shared local visions to deliver a range of public benefits; improved public understanding of commoning. Contribute to thinking about ELMS.	Started	Funded project finishes Dec 2019. Delivery phase subject to further funding	Ally Kohler
Natural Flood Risk Management	Test natural approaches to flood management that deliver a range of public benefits in a way that supports the farming/land owning community. Contribute to thinking on ELMS	November 2018	2021	Chris Giles

Dartmoor Hill Farm Project	Support for farm businesses across the National Park to help them deliver a range of public goods as part of a sustainable business and promote effective collaboration. Seek funding to secure the Project beyond 2020.	Started	Funded until Jan 2020	Chris Giles
Love Moor Life	Changed behaviour of all visitors, locals and tourists, by improved understanding of Dartmoor and its special qualities leading to reduced number of incidents and bylaw offences	Started	Ongoing (evaluate in 2019/20)	Sam Hill
Pathways Project	Access routes and associated infrastructure that is in good condition, easy to use and helps support the Dartmoor economy	Started	Ongoing	Andrew Watson
Junior and Youth Rangers	A 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 and building a long term relationship between the young people, Dartmoor and the Authority.	Started	Ongoing	Orlando Rutter
Year of Green Action	More people engaged in a wider range of activities to monitor, conserve or enhance the environment. Make links with Love Moor Life to help embed behavioural change.	Jan 2019	Dec 2019	Orlando Rutter
Terrific Towns and Vital Villages	Local business networks that will help promote their towns/villages, increased footfall and spend for local businesses and enjoyable visitor experiences	Started	TBD	Jo Rumble
Developing the food economy	Programme of activity to help promote and develop the local food economy.	Started	2020	Jo Rumble
Moor Otters 2	A public arts trail that raises income for National Park projects, supports local businesses, helps engage new audiences and raises the profile of the National Park		Summer 2020	Sam Hill

Support the development of new apprenticeship standards working alongside National Park Authorities  Maintain rolling programme of apprentices across the Authority to support service delivery and business need.	Supporting people into work through skills development, training and relevant experience. Support for the Authority's service delivery.	Ongoing		Neil White
Contribute to Government reviews and policy	Glover, CSR, Brexit A policy framework that supports National Parks and the work of the Authorities and provides for the future enhancement of the place and further improvements to the work of the authorities.	Ongoing	Glover Review due to report late 2019	Kevin Bishop
Parishscapes 2	A funded scheme to help communities deliver projects that enhance the environment and/or people's understanding of it	January 2020	Subject to external partnership funding	Ally Kohler
MTMTE	A lasting legacy of environmental enhancement, improved visitor facilities, community engagement, volunteering wider understanding and visitor management		Current scheme ends Dec 2019	Mark Allott
Partnerships	Continue to develop our partnership working with local Universities to benefit from their research and expert knowledge. Work with Exeter University on Phase 2 of the SWEEP programme subject to funding.	Ongoing	Subject to funding	Clare Reid

**Funding and expenditure**

SOURCES OF FUNDING

To be completed

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## DARTMOOR NATIONAL PARK AUTHORITY

1 March 2019

**BUDGET AND MEDIUM TERM FINANCIAL PLAN 2019/20 to 2021/22**Report of the Head of Business SupportRecommendations : **That Members:**

- (i) **approve 2019/20 Budget and Medium Term Financial Plan for the years 2020/21 and 2021/22 as shown in Appendices 1 - 3**
- (ii) **approve the contributions to, from and within the General Fund Reserves balances as set out in section 4 of the report**
- (iii) **approve the Capital Investment Strategy as set out in section 5 of the report**

**1 Background**

- 1.1 The Authority is required by statute to set a balanced revenue budget for each financial year. The basis for the revenue expenditure is the pursuit of the 'Special Purposes' for which the National Parks were designated in the Environment Act 1995 (the Act). Section 65 of the Act determines the purposes as: conserving and enhancing the natural beauty, wildlife and cultural heritage of National Parks and of promoting opportunities for the understanding and enjoyment of the Parks by the public. The Authority also has a duty to seek to foster the economic and social well-being of local communities within the National Park.

**2 Historical Financial Context and National Park Grant**

- 2.1 In November 2015 the Chancellor of the Exchequer announced the outcome of the Comprehensive Spending Review 2015. His statement included a commitment to protect the funding for National Parks and AONBs (Areas of Outstanding Natural Beauty). The Minister with responsibility for National Parks wrote to us on 21 January 2016 to confirm that this protection would be in 'real terms' (i.e. it included a 1.72% increase per annum to reflect inflation). The confirmed National Park Grant (NPG) settlement for Dartmoor for the financial years 2015/16 to 2019/20 is set out in the table below. It should be noted that in recent years inflation has been more than 1.72% with a staff pay award of 2% in 2018/19 and the same scheduled for 2019/20.

**DNPA National Park Grant 2015/16 to 2019/20**

<b>Financial Year</b>	<b>Grant Amount</b>	<b>Increase (£)</b>	<b>Increase (%)</b>
2015-2016	£3,573,586		
2016-2017	£3,635,052	£61,466	1.72%
2017-2018	£3,697,575	£62,523	1.72%
2018-2019	£3,761,173	£63,598	1.72%
2019-2020	£3,825,865	£64,692	1.72%

- 2.2 Defra has not yet provided any indication of the level of NPG beyond 2019/20 and the Government will undertake the next Comprehensive Spending Review in autumn 2019 (post Brexit and Glover Review). Without a confirmed NPG beyond year one of

the Medium Term Financial Plan (MTFP) there is a risk that the Authority may not be able to deliver against its Business Plan priorities.

### 3 2019/20 Budget and Medium Term Financial Plan

- 3.1 The MTFP is a key feature of the Authority’s forward planning process and it is reviewed annually on a rolling three year basis. The MTFP is a key document for:
- Outlining the financial strategy for the continuance, improvement and development of the services provided;
  - Summarising the resources available (funding and staff capacity ) for implementing Business Plan priorities and objectives; and
  - Providing an overview of the future financial position of the Authority
- 3.2 The financial planning process is guided by the Authority’s Business Plan Priorities, the actions in the National Park Management Plan – Your Dartmoor (pertinent to the Authority) and key Government policies such as the ‘25 Year Plan for the Environment’ and the ‘Eight Point Plan for England’s National Parks’. The Authority’s new three year Business Plan is also being presented to Members for approval today (NPA/19/005).
- 3.3 The MTFP can be found at Appendices 1 to 3 and provides details of the income and expenditure budgets for each service area for the next three financial years. The Authority does not build each annual budget on an incremental basis, choosing instead to zero-base each year. It should be noted that the 2020/21 budget is currently showing a deficit. This is due to funding pressures associated with key infrastructure such as car parks, running costs (e.g. IT upgrades because current software or hardware has come to end of supported life) and staff costs. If funding is not forthcoming through the Spending Review (or other sources) then we will need to make some tough decisions to adjust our work programmes in order to set a balanced budget.
- 3.4 The following table provides a summary of some of the most significant projects and income targets included in the MTFP year by year.

	<b>2019/20</b> <b>£</b>	<b>2020/21</b> <b>£</b>	<b>2021/22</b> <b>£</b>
Youth Ranger Programme	5,100	5,100	5,100
Eradication of Non-invasive Species	14,000	14,000	
Common Cause - national partnership project		10,000	10,000
Planning application IT system		35,000	
Habitat Management	10,000	10,000	
Higher Uppacott barn cottage roof	10,000		
IT software	10,745	25,984	19,874
Replace virtual server hosts		13,500	
Dart Valley Youth Art Project & Family Events Programme	10,000		
Parke House maintenance programme	4,500	7,000	7,000
Public Rights of Way infrastructure renewal	5,000	5,000	5,000
Public Rights of Way path network improvements	10,000	5,000	5,000
Public Rights of Way network condition survey	5,000		
Key campaigns	7,000	7,000	5,000

Car park maintenance	47,000	163,500	114,450
Duchy Hotel maintenance programme	12,159	12,000	16,000
Local Plan Review Programme	24,500	80,000	10,000
Interpretation boards (review)	8,000	8,000	10,000
Less advertising income	(6,000)	(7,000)	(8,000)
Apprenticeship Programme	45,000	45,000	45,000
National Park Management Plan	13,000		
Car parking income	(50,000)	(50,000)	(50,000)
Sales income at the Visitor Centres	(200,000)	(210,000)	(220,000)
Donate for Dartmoor	(25,000)	(30,000)	(30,000)

### 3.5 Members' attention is also specifically drawn to the following:

- (i) National Park Grant (NPG) - For planning purposes the MTFP assumes that funding continues to increase at the same rate as the previous three years (1.72%). This is a key assumption as NPG provides over 80% of our funding. A 1.72% increase is in real terms a cut as it would not cover a 2% annual pay award (plus on-costs) and general price inflation. Uncertainty regarding NPG makes future planning difficult.
- (ii) The single largest area of expenditure is staff salaries. The notified increase for 2019/20 is 2% (actually up to 7% for those at the bottom of the grading structure, then a sliding scale down to 2% for staff at Grade 5 and above). The 2019/20 (and subsequent years) pay bill is also affected by the new grading structure that has arisen due to the impact of the National Minimum Living Wage. An annual 2% increase in the staff salary bill has been assumed for years two and three of the MTFP.
- (iii) The *Moor than meets the eye (MTMTE)* Landscape Partnership is in its final year of delivery. The Authority is the lead and accountable body. The partnership budget and accounts are held separately and are therefore not included in the Authority's Revenue Budget, except for redundancy costs (associated with staff employed by the Authority and working specifically on MTMTE) which are included in 2019/20. The Authority has set aside a provision in reserves to manage the cash flow position for the final months of the project, also impacted by a 10% (grant) retention being held back until after project completion; it is anticipated that this reserve provision will start to be utilised by early summer 2019, the grant retention payment is expected to be received around year-end i.e. March 2020. Members receive separate progress and monitoring reports via both the Audit and Governance Committee the Authority during the year and an Authority Member sits on the Project Board.
- (iv) The Hill Farm Project is currently in the final year of agreed funding from the Prince's Countryside Fund, Heritage Lottery Fund and Duchy of Cornwall worth £130,197. Beyond March 2021 external funding for this project is not confirmed. The Authority is committing to support a three year post to help secure the future of the Project and help the farming community transition to a new Environmental Land Management Scheme (ELMS), which is a key priority in the Authority's Business Plan.
- (v) We have secured external funding for a number of new projects including: Our Common Cause, a national partnership project, being led by the Foundation for Common Land with funding from the Heritage Lottery Fund. A second bid, to pull down further funding to expand this project for a further three years, will be submitted in December 2019. We have also received Facilitation Fund money from Natural

England, which could provide circa £80,000 over three years, to support collaborative action by farmers/land managers at a landscape-scale across farm and common land boundaries.

- (vi) The Communities Fund Grant scheme was established four years ago in partnership with South Hams District Council, West Devon Borough Council and Teignbridge District Council. The Fund was resourced via New Homes Bonus grant paid to the Councils, who then transferred an agreed proportion of the New Homes Grant attributable to new housing in the National Park, to the Authority. The three Councils have not yet confirmed whether they will provide funding for 2019/20. An update will be provided at the meeting.
- (vii) The Authority is a delivery partner in the Defra funded South West Peatlands Project being led by South West Water which commenced in 2018/19. On Dartmoor, a programme of restoration is planned with a budget of approximately £1.8m to be funded by: a capital grant of approximately £1.5m from Defra; and grants or contributions and in kind support from local partners including the Authority. The Authority set aside £150,000 in 2018/19 to support this project, which includes a full time Project Officer post.
- (viii) The Authority is also a delivery partner for the Dartmoor Headwaters Project, which is being led by the Environment Agency (EA) to trial the delivery of natural flood risk management interventions. A budget of £260,000 has been secured from Defra via the EA, matched by DNPA in kind support (to the value of £36,000) for a 3 year project ending in March 2021. The Authority is hosting the employment of the Project Officer and is recharging all costs to the EA.
- (ix) The Authority owns or leases a number of car parks across the National Park. The MTFP includes provision for a re-surfacing programme for some of these car parks. Due to financial austerity we delayed implementing this programme, but it is now becoming urgent. Whilst income from car park charges will be used to off-set these costs, there will still be a funding gap of circa £175,000 to be met from the revenue budget.

3.6 In recent years the Authority has operated a Project Fund as part of its Revenue Budget. This Fund has enabled us for example to: buy-in additional support and capacity; to match-fund new projects; and to invest in new equipment during the financial year. This strategy has helped to provide flexibility and agility and it is therefore proposed that we continue with this approach for the life of the new MTFP, although there is currently no headroom for a project fund in 2020/21. The amount allocated to the Project Fund for each year is summarised below:

<b>Project Fund</b>	<b>£</b>
2019/20	115,455
2020/21	0
2021/22	79,250

3.7 Projects that are at an ‘ideas in progress’ stage have been captured in a year by year plan (see Appendix 4). This provides us with a useful planning tool to help guide: future Business Plan priorities; future financial strategy; and future work programmes. As previously mentioned, the 2020/21 financial year is looking particularly challenging at this time, especially as our vehicle fleet ages, many of our car parks require significant resurfacing work and ICT systems and licences need to be upgraded or

renewed. A full needs assessment and options appraisal will be undertaken before decisions can be made to replace vehicles, undertake major property repairs or embark on new projects; some may require specific Authority approval.

3.8 The last triennial valuation of the Local Government Pension Fund took place in 2016 and at that time the Authority decided to make a £0.5 million one-off contribution to the Pension Fund as an “invest-to-save” initiative. The aim being to potentially make long term cash savings over the 17 year deficit recovery period and to try to protect future revenue budgets against significant pension cost rises. An employer contribution target rate was subsequently set by the Actuary at 19% of pensionable pay, rather than 21%. However, Members decided to continue to make payments exceeding the recommended rate (as we have been doing for nine years) and a contribution rate of 19.5% was approved for three years (up to 2019/20) with the aim to further enhance our deficit recovery strategy. This slightly enhanced rate is still affordable and it adds further resilience and sustainability for future years. The same rate has been assumed for 2020/21 and 2021/22, however a full actuarial valuation will take place in 2019, that will review performance and enable the actuary to confirm employer contribution rates for the next three years, from 1 April 2020.

#### **4 Reserves**

4.1 During 2010/11 the Audit & Governance Committee, at the request of the Authority, undertook work to formulate a risk based approach to determining the level and use of reserves required by the Authority. The outcome of that work was an agreed methodology (NPA/AG/10/014) which has been applied to determine the level of reserves held, on an annual basis.

4.2 Our reserve balances are regularly reviewed and are made up as follows:

- General Reserve (unallocated) - a contingency balance for emergency situations and is the minimum level that we have determined will always be maintained
- Contingency Reserves (allocated) - provisions set aside using a risk based analysis to cushion the impact of uneven cash flows, and unexpected events where the timing of and / or amounts are uncertain
- Earmarked Reserves (allocated) - consisting of ring-fenced grants and contributions received from third parties, sums set aside for capital schemes, commitments against future contracts and agreements and our external funding allocations where we are working in partnership with others

It can therefore be seen that the majority of our Reserve Balances are “allocated”.

4.3 To ensure that the Authority can always set a balanced annual budget we continue to make provision within earmarked reserves to:

- Act as a smoothing effect for each year’s budget over the life of each Parliament;
- Protect front line service delivery;
- Provide for possible redundancies and strain payments if further staff cuts are needed;
- Provide for future pay awards and increases in pension fund contributions;

4.4 The Risk Based analysis can be found at Appendix 5 and is at a summary level. Appendix 6 shows the likely General Fund Reserve Balances for the MTFP period at

a detailed level. The following tables show how reserves are being allocated to services in each year of the MTFP:

<b>Service</b>	<b>Project</b>	<b>2019/20 £</b>
Biodiversity	All Moor Butterflies	5,000
	Non-native invasive species removal (Moor Otters)	9,000
	Southern Damselfly monitoring (D4D)	2,000
Land Management	Farming Year film contract (b/fwd balance)	10,000
	Salaries (b/fwd balance)	4,538
Peatlands Project*	Allocated £150k over 3 years (started in 2018/19)	48,154
Archaeology	PALS grant from Historic England	7,050
	Historic Features (D4D)	5,550
Higher Uppacott	Cottage roof replacement	10,000
Moor than meets the eye	Contribution to Common Fund	10,090
Visitor Management	Pork Hill Car Park (b/fwd balance)	35,000
Access & Recreation	Erosion Repairs (Moor Otters) b/fwd	10,000
Public Rights of Way	Path network improvements	5,000
Discovering Dartmoor's wild stories	Match funding	17,363
Postbridge Visitor Centre	Interpretation Project	61,695
Postbridge Visitor Centre	Extension building project: project management, architect, planning fees etc	72,305
Communications	Customer Relationship Management IT system (b/fwd balance)	10,000
Education	Junior Rangers (Moor Otters)	400
	Volunteer Award Prize (b/fwd balance)	1,000
Rangers	Junior Ranger Programme (Moor Otters)	9,600
Forward Planning	Greater Dartmoor LEAF	6,900
	Local Plan Review	24,500
	TDC - housing enabler	10,856
	Communities Fund balances b/fwd	9,196
Capital Programme	Vehicle (replacement)	30,000
<b>Total</b>		<b>415,197</b>

<b>Service</b>	<b>Project</b>	<b>2020/21 £</b>
Biodiversity	Non-native invasive species removal (Moor Otters)	9,000
Archaeology	PALS grant - Historic England	2,950
Peatlands Project*	Allocated £150k over 3 years	41,579
Forward Planning	Greater Dartmoor LEAF	6,900
	Local Plan Review	33,501
<b>Total</b>		<b>£93,930</b>

<b>Service</b>	<b>Project</b>	<b>2021/22 £</b>
Peatlands Project *	Allocated £150k over 3 years	10,267

\* The Peatlands project is a 3 year project that started in August 2018/19 and therefore Reserve balances are being allocated across 4 financial years

- 4.5 The General (unallocated) Reserve balance has been maintained at £450,000 since 2015/16 and Audit & Governance Committee has recommended that this should be reviewed. In order to maintain this reserve at approximately 12% of the net budget or circa three months' worth of salary bill, it is recommended that we increase the reserve by £50,000 via a transfer from the unallocated balance in the Match Funding Reserve.
- 4.6 As the Chief Finance Officer, I am satisfied that there are sufficient reserves in place to deliver the budget for 2019/20 and the MTFP period and that the decisions taken on the level of balances held and the reasons for holding them represents proper stewardship of public funds.

## **5 Capital Strategy**

- 5.1 As part of the annual budgeting process the Authority is required to produce an affordable Medium Term Capital Programme (MTCP) alongside its revenue budget, if relevant. This year for the first time, there is also the requirement to produce a Capital Strategy in line with the CIPFA Prudential Code for Capital Finance in Local Authorities 2017. The Prudential Code is a professional code of practice to support local authorities when taking capital investment (fixed asset) decisions. The objectives are to ensure, within a clear framework, that capital investment plans are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice. A Treasury Management & Investment Strategy report is also being presented for approval today.
- 5.2 The obligation to have a Capital Strategy has arisen, as some authorities have become increasingly willing to invest significant amounts in commercial developments, in order to generate returns that will offset some of the financial impact of austerity.
- 5.3 This Authority rarely has a Capital Programme or the need for significant investment in physical assets in the same way as local authorities, who have responsibility for highways or housing. Capital spend for this Authority is commonly of a small scale nature such as related to vehicles or IT. For larger schemes such as building or extending our Visitor Centres, or refurbishing Higher Uppacott Cottage, Members will receive a specific report to support decision making. This will provide background, the reasons why the scheme is being recommended and a cost benefit analysis; and will identify sources of finance. In advance of the report being presented to the Authority, Leadership Team will have scrutinised the proposed scheme.
- 5.4 The Authority historically has a low risk attitude toward capital investment; having never borrowed internally or externally to fund capital schemes; entered into long-term liabilities such as Private Finance Initiatives; nor invested for commercial purposes. Capital investment decisions are made to support National Park Purposes only.
- 5.5 We seek external contributions towards supporting our capital spend wherever possible. If capital receipts (sale of assets) become available, these must be used to finance capital spend. In the absence of both these, revenue income (via NPG or fees and charges) or revenue reserves are used to fund capital expenditure.
- 5.6 Stewardship of our assets is led by Leadership Team and delivered by various officers within the Authority; the portfolio is small. Assets are kept under review to

assess their ability to deliver or support National Park Purposes, to identify and manage future liabilities and identify opportunities for disposal. Built assets are subject to regular condition assessments and have a repair and redecoration programme that is built into the MTFP.

5.7 The Authority's capital programme for the MTFP period currently consists of:

<b>Capital Scheme</b>	<b>2019/20 £</b>	<b>2020/21 £</b>	<b>2021/22 £</b>
Replacement Vehicles	30,000	*60,000	0
Replacement of the Planning Application IT system	0	35,000	0

<b>Funded From</b>	<b>£</b>	<b>£</b>	<b>£</b>
National Park Grant or Revenue Reserves	30,000	95,000	0

\*Lease or buy decision not yet made for 2020/21

5.8 The Authority is also in the process of working up a Capital Scheme to build an extension to Postbridge Visitor Centre. Subject to planning approval, a 100% Capital Funding bid will be submitted to the Rural Payments Agency to fund the scheme. If the bid is successful, Members will be presented with a full options and costs appraisal for approval in the coming months.

5.9 Options are also being considered to make the better use of the cottage at Higher Uppacott; Members will be asked to consider options and associated costs in the near future; no provision has yet been made for this project in the MTFP.

5.10 If sources of additional capital income become available during the year, for example via additional grants, external contributions or capital receipts, or if any other business decisions are proposed that will result in a change to the Capital Programme, the Authority will be presented with a business case for approval.

## **6 Risk analysis and Financial Strategy**

6.1 It should be noted that the 2019/20 budget is the most robust and accurate financial plan of the three year period; it is inevitable that future years' financial plans can change for all sorts of reasons and influences, internal and external. The Authority continues to actively manage its financial and non-financial risks and therefore makes allowances for them by promoting a culture of flexibility and agility to militate against threats, to be proactive and to embrace opportunities as they arise.

6.2 The budget and MTFP contains a number of assumptions that may or may not prove to be accurate. In addition, events may occur that have the potential to affect the Authority's underlying finances. We must therefore consider and provide for ongoing risks and uncertainties such as:

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigating Factors</b>
NPG is not as high as anticipated	Medium	High	Level of reserves held. Some notice will be provided of future funding reductions sufficient to enable a timely response.



Pay awards higher than anticipated	Low	Medium	Annual review of MTFP. Provision (short term) made in reserves. Some notice will be provided which will enable a timely response.
Liabilities related to property estate (including car parks)	Medium	Medium	A contingency fund established in reserves. On-going maintenance programme and not all property costs need to be met immediately.
The 2019 Pensions valuation may increase costs	Low	Medium	Previous investment by the Authority to contain future costs. Investment returns have been meeting expectation. Annual budget setting cycle will enable a timely response
Economic situation could deteriorate & impact on self-generated income and costs. Income generation targets prove unrealistic	Medium	Low	MTFP constructed on three year time span with annual review. Budgetary control arrangements in place to monitor income and expenditure. Reserve provision (short-term) made to manage immediate pressures (*see note 6.3 below). External income from fees and charges remains a small proportion of our overall income.
Contributions from Devon County Council for maintenance of Public Rights of Way may be reduced	Medium	Medium	Subject to annual review, any reduction in income will be projected and reflected in the MTFP
External grant income reduced (e.g. 2019/20 will be the last year of the Heritage Lottery Funded Landscape Partnership)	High	Medium	We have an active programme of developing new project ideas but external funding sources are reducing and we are unclear as to what will replace the Rural Development Programme.

6.3 The Authority continues to seek out new ways and ideas to generate additional revenue and diversify income streams.

In 2016 we launched the Donate for Dartmoor campaign. The table below shows donations received (to date) and how those donations have been spent or are being allocated in 2019/20; the final balance, which will not be known until year end, will be allocated to projects aimed at improving the access network for all to use and enjoy.

	£
<b>2016/17 Donations and Mend our Mountains</b>	<b>(19,994)</b>
Nuns Cross Path and new footbridge across the River Teign on the Two Moors Way in 2016/17 & 2017/18	19,994
<b>2017/18 Donations</b>	<b>(18,295)</b>

Buckfastleigh Path project in 2018/19	15,000
Southern damselfly monitoring project in 2018/19	1,500
<b>2018/19 Donations (received at time of writing report)</b>	<b>(20,489)</b>
Amicombe path repairs in 2018/19	5,000
Southern damselfly monitoring project in 2019/20	£2,000
Survey and repair of Historic features in 2019/20	£5,550
Path Network improvements in 2019/20	£5,000
<b>Balance*</b>	<b>4,734</b>

\*the confirmed year-end balance will be allocated to the Path Network improvement project

In 2017 we undertook a public arts initiative called “Moor Otters”. The aim was to engage the public, support the local economy, promote positive key messages and generate an income to support key projects. The initiative was a success and Members have received a separate evaluation report (NPA/17/042). Moor Otters generated a £60,000 surplus which was allocated to three projects. The following table provides information on the timing and spend:

<b>Moor Otters</b>	<b>2018/19 £</b>	<b>2019/20 £</b>	<b>2020/21 £</b>
Junior Ranger programme	10,000	10,000	
Public Rights of Way: erosion repairs	10,000	10,000	
Eradication of non-native invasive species	2,000	9,000	9,000

We have been able to use the Moor Otters money allocated to the eradication of non-native invasive species as ‘match funding’ for further resources from South West Water, effectively establishing a three year programme of practical action in this area.

In 2018 we introduced car parking charges as at Haytor, Postbridge and Meldon (at Princetown in 2013). The charges replace the previous system of voluntary donations and we have promoted it as ‘pay and conserve/pay and enjoy’ rather than ‘pay and display’. Income from the car park charges is used to fund car park maintenance and other conservation projects. In the past voluntary donations received at these car parks averaged circa £13-14,000 per annum. The following table shows a comparison between averaged historic donations against car park charge income received this year (as at end January 2019).

<b>Car park</b>	<b>Donations Per Annum (historic average) £</b>	<b>2018/19 Car Park Charging Income* £</b>
Princetown	4,184	19,257
Meldon	1,569	7,740
Haytor Lower	2,054	10,720
Haytor Top	555	6,149
Postbridge	5,445	12,486
<b>Total</b>	<b>13,807</b>	<b>56,352</b>

\* Income received as at 31 January 2019

- 6.4 The Authority’s cost base is increasing at a faster rate than its underlying funding and there are one-off and ongoing costs that need to be met. An MTFP has been

produced bringing together sensible assumptions over the future direction of income and expenses. However, the reality will inevitably be different and we need to be prepared for less favourable scenarios. In particular NPG may not increase and could potentially be cut through the Comprehensive Spending Review; the 2019 Pension Fund revaluation could increase costs; staff costs could continue to rise and we are already experiencing difficulty in recruiting to some roles due to scarcity of qualified personnel/higher wages in the private sector.

## **7 Equality & Sustainability Impact**

- 7.1 Consideration is 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.

## **8 Conclusions**

- 8.1 Members will note from this report that the Authority has positioned itself well in respect of setting a balanced budget for 2019/20. Nevertheless, the MTFP indicates funding pressures in subsequent years.
- 8.2 The 2019 Comprehensive Spending Review will provide the key financial framework for future revenue budgets and the MTFP. At the time of writing this report the future is uncertain with the economy slowing down and no clarity on Brexit. A continuing slow-down in the economy could trigger a recession and reduce the scope for increases in public expenditure as tax revenues fall, but could also require a financial stimulus to support economic growth.
- 8.3 The Government's [25 Year Plan for the Environment](#) (published in January 2018) contains a commitment to “become the first generation to leave that environment in a better state than we found it and pass on to the next generation a natural environment protected and enhanced for the future”. We hope that this commitment and, more specifically, the commitment to work with National Park Authorities to deliver environmental enhancement will be reflected in the Spending Review.

DONNA HEALY

**Attachments:** Appendices 1, 2 & 3 – 2018/19, 2019/20 & 2020/21 Revenue Budgets  
Appendix 4 – Future Projects and Work Programmes  
Appendix 5 – Reserves risk based analysis  
Appendix 6 – Reserve balances

BUDGET 2019/2020	Salaries	Travel	Transport	Premises	Projects: Supplies & Services	GROSS EXPENDITURE £	Grants	Treasury	Fees & Charges	Sales	Rents & Other	INCOME £	NET EXPENDITURE £
	£	£	£	£	£		£	£	£	£	£		
BIO-DIVERSITY	78,914	1,250			64,794	144,958	(15,187)					(15,187)	129,771
LAND MANAGEMENT	70,869	300			21,007	92,176	(9,183)		(13,252)			(22,435)	69,741
WOODLANDS	40,655	250			5,800	46,705						0	46,705
PEATLANDS	38,402	1,200			8,552	48,154						0	48,154
DARTMOOR HEADWATERS PROJECT	37,386					37,386	(37,386)					(37,386)	0
HILL FARM PROJECT	43,164					43,164	(26,902)					(26,902)	16,262
<b>NATURAL ENVIRONMENT</b>	<b>309,390</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>100,153</b>	<b>412,543</b>	<b>(88,658)</b>	<b>0</b>	<b>(13,252)</b>	<b>0</b>	<b>0</b>	<b>(101,910)</b>	<b>310,633</b>
ARCHAEOLOGY	120,870	2,050	0		24,261	147,181	(44,349)		(3,500)			(47,849)	99,332
BUILT ENVIRONMENT	40,655	400				41,055						0	41,055
MTMTE	15,000				10,090	25,090						0	25,090
UPPACOTT				22,400		22,400					0	0	22,400
<b>CULTURAL HERITAGE</b>	<b>176,525</b>	<b>2,450</b>	<b>0</b>	<b>22,400</b>	<b>34,351</b>	<b>235,726</b>	<b>(44,349)</b>	<b>0</b>	<b>(3,500)</b>	<b>0</b>	<b>0</b>	<b>(47,849)</b>	<b>187,877</b>
VISITOR FACILITIES	65,117	700	4,705	17,476	110,416	198,414			(76,370)			(76,370)	122,044
ACCESS & RECREATION	69,184	800			46,240	116,224	0					0	116,224
PROW	100,288				67,548	167,836	(43,000)					(43,000)	124,836
SUSTAINABLE TOURISM & TRANSPORT	9,938	300			7,900	18,138			(500)			(500)	17,638
<b>RECREATION MANAGEMENT</b>	<b>244,527</b>	<b>1,800</b>	<b>4,705</b>	<b>17,476</b>	<b>232,104</b>	<b>500,612</b>	<b>(43,000)</b>	<b>0</b>	<b>(76,870)</b>	<b>0</b>	<b>0</b>	<b>(119,870)</b>	<b>380,742</b>
VISITOR CENTRES	236,498	1,800		14,469	143,905	396,672			(750)	(200,000)		(200,750)	195,922
DISCOVERING DARTMOOR'S WILD STORIES					22,143	22,143	(4,780)					(4,780)	17,363
POSTBRIDGE INTERPRETATION PROJECT					61,695	61,695						0	61,695
POSTBRIDGE VC EXTENSION PROJECT					72,305	72,305						0	72,305
COMMUNICATIONS	189,255	1,600			68,686	259,541			(35,500)			(35,500)	224,041
NATURALLY HEALTHY DARTMOOR					1,000	1,000						0	1,000
EDUCATION	119,395	1,450	1,765		30,800	153,410			(4,675)			(4,675)	148,735
<b>PROMOTING UNDERSTANDING</b>	<b>545,148</b>	<b>4,850</b>	<b>1,765</b>	<b>14,469</b>	<b>400,534</b>	<b>966,766</b>	<b>(4,780)</b>	<b>0</b>	<b>(40,925)</b>	<b>(200,000)</b>	<b>0</b>	<b>(245,705)</b>	<b>721,061</b>
RANGERS	384,374	100	35,317	4,250	26,390	450,431						0	450,431
CONSERVATION WORKS SERVICE	199,117		19,454	16,950	18,910	254,431						0	254,431
<b>RANGERS, ESTATES &amp; VOLUNTEERS</b>	<b>583,491</b>	<b>100</b>	<b>54,771</b>	<b>21,200</b>	<b>45,300</b>	<b>704,862</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>704,862</b>
DEVELOPMENT MANAGEMENT	465,062	4,400			45,393	514,855	0		(196,000)			(196,000)	318,855
<b>DEVELOPMENT MANAGEMENT</b>	<b>465,062</b>	<b>4,400</b>	<b>0</b>	<b>0</b>	<b>45,393</b>	<b>514,855</b>	<b>0</b>	<b>0</b>	<b>(196,000)</b>	<b>0</b>	<b>0</b>	<b>(196,000)</b>	<b>318,855</b>
FORWARD PLANNING & COMMUNITY	202,034	800			62,096	264,930	0					0	264,930
<b>FORWARD PLANNING</b>	<b>202,034</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>62,096</b>	<b>264,930</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>264,930</b>
CORPORATE CENTRE	202,267	7,600	0		126,487	336,354		(8,000)	(25,000)			(33,000)	303,354
<b>CORPORATE &amp; DEMOCRATIC CORE</b>	<b>202,267</b>	<b>7,600</b>	<b>0</b>	<b>0</b>	<b>126,487</b>	<b>336,354</b>	<b>0</b>	<b>(8,000)</b>	<b>(25,000)</b>	<b>0</b>	<b>0</b>	<b>(33,000)</b>	<b>303,354</b>
INFORMATION TECHNOLOGY	134,501	1,550			47,663	183,714			(2,725)			(2,725)	180,989
CORPORATE OPERATING COSTS			7,800		123,673	131,473			(75)			(75)	131,398
ADMINISTRATION AND FINANCE	205,058				10,703	215,761						0	215,761
LEGAL					66,231	66,231						0	66,231
HUMAN RESOURCES	110,283	800			53,082	164,165						0	164,165
OFFICE ACCOMMODATION (PARKE)	13,808			95,593		109,401						0	109,401
OFFICE ACCOMMODATION (PRINCETOWN)				57,355		57,355					(21,998)	(21,998)	35,357
<b>CORPORATE SERVICES</b>	<b>463,650</b>	<b>2,350</b>	<b>7,800</b>	<b>152,948</b>	<b>301,352</b>	<b>928,100</b>	<b>0</b>	<b>0</b>	<b>(2,800)</b>	<b>0</b>	<b>(21,998)</b>	<b>(24,798)</b>	<b>903,302</b>
PROJECT FUND					115,445	115,445						0	115,445
<b>OTHER</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115,445</b>	<b>115,445</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115,445</b>
<b>TOTAL</b>	<b>3,192,094</b>	<b>27,350</b>	<b>69,041</b>	<b>228,493</b>	<b>1,463,215</b>	<b>4,980,193</b>	<b>(180,787)</b>	<b>(8,000)</b>	<b>(358,347)</b>	<b>(200,000)</b>	<b>(21,998)</b>	<b>(769,132)</b>	<b>4,211,061</b>

## Summary:

Gross Expenditure	4,980,193
Reserves	(385,197)
Income	(769,132)
Net Budget	3,825,865
National Park Grant	(3,825,865)
Deficit / (Surplus)	(0)

## Appendix 2 to NPA/19/006

BUDGET 2020/2021	Salaries	Travel	Transport	Premises	Projects: Supplies & Services	GROSS EXPENDITURE	Grants	Treasury	Fees & Charges	Sales	Rents & Other	INCOME	NET EXPENDITURE
	£	£	£	£	£	£	£	£	£	£	£	£	£
BIO-DIVERSITY	81,953	1,250			45,619	128,822	(5,000)					(5,000)	123,822
LAND MANAGEMENT	73,374	300			18,007	91,681			(176)			(176)	91,505
WOODLANDS	41,491	150			5,800	47,441						0	47,441
PEATLANDS	40,379	1,200				41,579						0	41,579
DARTMOOR HEADWATERS PROJECT	39,193					39,193	(39,193)					(39,193)	0
HILL FARM PROJECT	44,060					44,060	(27,463)					(27,463)	16,597
<b>NATURAL ENVIRONMENT</b>	<b>320,450</b>	<b>2,900</b>	<b>0</b>	<b>0</b>	<b>69,426</b>	<b>392,776</b>	<b>(71,656)</b>	<b>0</b>	<b>(176)</b>	<b>0</b>	<b>0</b>	<b>(71,832)</b>	<b>320,944</b>
ARCHAEOLOGY	121,987	1,950			22,542	146,479	(40,740)		(3,500)			(44,240)	102,239
BUILT ENVIRONMENT	41,491	400				41,891						0	41,891
UPPACOTT				15,390		15,390						0	15,390
<b>CULTURAL HERITAGE</b>	<b>163,478</b>	<b>2,350</b>	<b>0</b>	<b>15,390</b>	<b>22,542</b>	<b>203,760</b>	<b>(40,740)</b>	<b>0</b>	<b>(3,500)</b>	<b>0</b>	<b>0</b>	<b>(44,240)</b>	<b>159,520</b>
VISITOR FACILITIES	66,538	650	4,910	11,036	227,445	310,579			(51,500)			(51,500)	259,079
ACCESS & RECREATION	67,576	800			33,740	102,116						0	102,116
PROW	96,299				52,639	148,938	(43,000)					(43,000)	105,938
SUSTAINABLE TOURISM & TRANSPORT	10,323	300			8,110	18,733			(500)			(500)	18,233
<b>RECREATION MANAGEMENT</b>	<b>240,736</b>	<b>1,750</b>	<b>4,910</b>	<b>11,036</b>	<b>321,934</b>	<b>580,366</b>	<b>(43,000)</b>	<b>0</b>	<b>(52,000)</b>	<b>0</b>	<b>0</b>	<b>(95,000)</b>	<b>485,366</b>
VISITOR CENTRES	243,052	1,800		13,281	151,378	409,511			(750)	(210,000)		(210,750)	198,761
COMMUNICATIONS	195,630	1,600			58,320	255,550			(37,000)			(37,000)	218,550
NATURALLY HEALTHY DARTMOOR					1,000	1,000						0	1,000
EDUCATION	122,074	1,450	1,765		19,750	145,039			(4,825)			(4,825)	140,214
<b>PROMOTING UNDERSTANDING</b>	<b>560,756</b>	<b>4,850</b>	<b>1,765</b>	<b>13,281</b>	<b>230,448</b>	<b>811,100</b>	<b>0</b>	<b>0</b>	<b>(42,575)</b>	<b>(210,000)</b>	<b>0</b>	<b>(252,575)</b>	<b>558,525</b>
RANGERS	368,076	100	35,350	3,250	22,090	428,866						0	428,866
CONSERVATION WORKS SERVICE	199,563		19,500	24,293	13,740	257,096						0	257,096
<b>RANGERS, ESTATES &amp; VOLUNTEERS</b>	<b>567,639</b>	<b>100</b>	<b>54,850</b>	<b>27,543</b>	<b>35,830</b>	<b>685,962</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>685,962</b>
DEVELOPMENT MANAGEMENT	477,145	4,400			72,560	554,105			(196,000)			(196,000)	358,105
<b>DEVELOPMENT MANAGEMENT</b>	<b>477,145</b>	<b>4,400</b>	<b>0</b>	<b>0</b>	<b>72,560</b>	<b>554,105</b>	<b>0</b>	<b>0</b>	<b>(196,000)</b>	<b>0</b>	<b>0</b>	<b>(196,000)</b>	<b>358,105</b>
FORWARD PLANNING & COMMUNITY	196,336	800			92,700	289,836						0	289,836
<b>FORWARD PLANNING</b>	<b>196,336</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>92,700</b>	<b>289,836</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>289,836</b>
CORPORATE CENTRE	206,359	7,400			77,001	290,760		(8,000)	(30,000)			(38,000)	252,760
<b>CORPORATE &amp; DEMOCRATIC CORE</b>	<b>206,359</b>	<b>7,400</b>	<b>0</b>	<b>0</b>	<b>77,001</b>	<b>290,760</b>	<b>0</b>	<b>(8,000)</b>	<b>(30,000)</b>	<b>0</b>	<b>0</b>	<b>(38,000)</b>	<b>252,760</b>
INFORMATION TECHNOLOGY	141,875	1,550			61,990	205,415			(2,225)			(2,225)	203,190
CORPORATE OPERATING COSTS			7,800		121,198	128,998						0	128,998
ADMINISTRATION AND FINANCE	223,505				9,937	233,442						0	233,442
LEGAL					60,000	60,000						0	60,000
HUMAN RESOURCES	112,825	800			50,859	164,484						0	164,484
OFFICE ACCOMMODATION (PARKE)	14,095			95,054		109,149						0	109,149
OFFICE ACCOMMODATION (PRINCETOWN)				57,775		57,775					(22,070)	(22,070)	35,705
<b>CORPORATE SERVICES</b>	<b>492,300</b>	<b>2,350</b>	<b>7,800</b>	<b>152,829</b>	<b>303,984</b>	<b>959,263</b>	<b>0</b>	<b>0</b>	<b>(2,225)</b>	<b>0</b>	<b>(22,070)</b>	<b>(24,295)</b>	<b>934,968</b>
PROJECT FUND						0						0	0
<b>OTHER</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>3,225,199</b>	<b>26,900</b>	<b>69,325</b>	<b>220,079</b>	<b>1,226,425</b>	<b>4,767,928</b>	<b>(155,396)</b>	<b>(8,000)</b>	<b>(326,476)</b>	<b>(210,000)</b>	<b>(22,070)</b>	<b>(721,942)</b>	<b>4,045,986</b>

## Summary:

Gross Expenditure	4,767,928
Reserves	(93,930)
Income	(721,942)
Net Budget	3,952,056
National Park Grant	(3,891,670)
Deficit / (Surplus)	60,386



## Appendix 3 to NPA/19/006

BUDGET 2021/2022	Salaries	Travel	Transport	Premises	Projects: Supplies & Services	GROSS EXPENDITURE £	Grants	Treasury	Fees & Charges	Sales	Rents & Other	INCOME £	NET EXPENDITURE £
	£	£	£	£	£		£	£	£	£	£		
BIO-DIVERSITY	84,980	1,250			13,096	99,326						0	99,326
LAND MANAGEMENT	75,432	300			18,007	93,739			(176)			(176)	93,563
WOODLANDS	42,344	150			6,800	49,294						0	49,294
PEATLANDS	9,767	500				10,267						0	10,267
HILL FARM PROJECT	44,433					44,433	(28,035)					(28,035)	16,398
<b>NATURAL ENVIRONMENT</b>	<b>256,956</b>	<b>2,200</b>	<b>0</b>	<b>0</b>	<b>37,903</b>	<b>297,059</b>	<b>(28,035)</b>	<b>0</b>	<b>(176)</b>	<b>0</b>	<b>0</b>	<b>(28,211)</b>	<b>268,848</b>
ARCHAEOLOGY	121,016	1,950			22,569	145,535	(37,242)		(3,500)			(40,742)	104,793
BUILT ENVIRONMENT	42,344	400				42,744						0	42,744
UPPACOTT				15,220		15,220						0	15,220
<b>CULTURAL HERITAGE</b>	<b>163,360</b>	<b>2,350</b>	<b>0</b>	<b>15,220</b>	<b>22,569</b>	<b>203,499</b>	<b>(37,242)</b>	<b>0</b>	<b>(3,500)</b>	<b>0</b>	<b>0</b>	<b>(40,742)</b>	<b>162,757</b>
VISITOR FACILITIES	69,319	700	4,910	11,226	172,793	258,948			(51,500)			(51,500)	207,448
ACCESS & RECREATION	68,968	900			33,840	103,708						0	103,708
PROW	98,537				52,732	151,269	(43,000)					(43,000)	108,269
SUSTAINABLE TOURISM & TRANSPORT	10,802	300			8,515	19,617			(500)			(500)	19,117
<b>RECREATION MANAGEMENT</b>	<b>247,626</b>	<b>1,900</b>	<b>4,910</b>	<b>11,226</b>	<b>267,880</b>	<b>533,542</b>	<b>(43,000)</b>	<b>0</b>	<b>(52,000)</b>	<b>0</b>	<b>0</b>	<b>(95,000)</b>	<b>438,542</b>
VISITOR CENTRES	248,025	1,800		13,387	154,928	418,140			(750)	(220,000)		(220,750)	197,390
COMMUNICATIONS	202,128	1,600			59,254	262,982			(38,000)			(38,000)	224,982
NATURALLY HEALTHY DARTMOOR					1,000	1,000						0	1,000
EDUCATION	123,944	1,450	1,765		20,865	148,024			(4,825)			(4,825)	143,199
<b>PROMOTING UNDERSTANDING</b>	<b>574,097</b>	<b>4,850</b>	<b>1,765</b>	<b>13,387</b>	<b>236,047</b>	<b>830,146</b>	<b>0</b>	<b>0</b>	<b>(43,575)</b>	<b>(220,000)</b>	<b>0</b>	<b>(263,575)</b>	<b>566,571</b>
RANGERS	376,683	150	35,550	3,250	22,290	437,923						0	437,923
CONSERVATION WORKS SERVICE	204,754		27,800	13,241	12,840	258,635						0	258,635
<b>RANGERS, ESTATES &amp; VOLUNTEERS</b>	<b>581,437</b>	<b>150</b>	<b>63,350</b>	<b>16,491</b>	<b>35,130</b>	<b>696,558</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>696,558</b>
DEVELOPMENT MANAGEMENT	490,184	4,400			42,239	536,823			(196,000)			(196,000)	340,823
<b>DEVELOPMENT MANAGEMENT</b>	<b>490,184</b>	<b>4,400</b>	<b>0</b>	<b>0</b>	<b>42,239</b>	<b>536,823</b>	<b>0</b>	<b>0</b>	<b>(196,000)</b>	<b>0</b>	<b>0</b>	<b>(196,000)</b>	<b>340,823</b>
FORWARD PLANNING & COMMUNITY	181,768	800			18,500	201,068						0	201,068
<b>FORWARD PLANNING</b>	<b>181,768</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>18,500</b>	<b>201,068</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>201,068</b>
CORPORATE CENTRE	210,561	7,400			78,301	296,262		(8,000)	(30,000)			(38,000)	258,262
<b>CORPORATE &amp; DEMOCRATIC CORE</b>	<b>210,561</b>	<b>7,400</b>	<b>0</b>	<b>0</b>	<b>78,301</b>	<b>296,262</b>	<b>0</b>	<b>(8,000)</b>	<b>(30,000)</b>	<b>0</b>	<b>0</b>	<b>(38,000)</b>	<b>258,262</b>
INFORMATION TECHNOLOGY	148,056	1,550			37,087	186,693			(2,725)			(2,725)	183,968
CORPORATE OPERATING COSTS			7,800		122,275	130,075						0	130,075
ADMINISTRATION AND FINANCE	231,707				10,126	241,833						0	241,833
LEGAL					60,000	60,000						0	60,000
HUMAN RESOURCES	115,717	800			51,648	168,165						0	168,165
OFFICE ACCOMMODATION (PARKE)	14,389			96,974		111,363						0	111,363
OFFICE ACCOMMODATION (PRINCETOWN)				80,641		80,641					(19,850)	(19,850)	60,791
<b>CORPORATE SERVICES</b>	<b>509,869</b>	<b>2,350</b>	<b>7,800</b>	<b>177,615</b>	<b>281,136</b>	<b>978,770</b>	<b>0</b>	<b>0</b>	<b>(2,725)</b>	<b>0</b>	<b>(19,850)</b>	<b>(22,575)</b>	<b>956,195</b>
PROJECT FUND					79,250	79,250						0	79,250
<b>OTHER</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>79,250</b>	<b>79,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>79,250</b>
<b>TOTAL</b>	<b>3,215,858</b>	<b>26,400</b>	<b>77,825</b>	<b>233,939</b>	<b>1,098,955</b>	<b>4,652,977</b>	<b>(108,277)</b>	<b>(8,000)</b>	<b>(327,976)</b>	<b>(220,000)</b>	<b>(19,850)</b>	<b>(684,103)</b>	<b>3,968,874</b>

Summary:	
Gross Expenditure	4,652,977
Reserves	(10,267)
Income	(684,103)
<b>Net Budget</b>	<b>3,958,607</b>
National Park Grant	(3,958,607)
<b>Deficit / (Surplus)</b>	<b>0</b>

<b>Potential Future Projects to be funded from the Project Fund and / or Reserves</b>	<b>2019/20 £</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>Total £</b>
<b>Conservation of the Natural &amp; Cultural Environment</b>				
Ringmore Down PAL Survey	4,960			4,960
Aerial photography	2,500			2,500
Small grant scheme for small / vulnerable farms/habitats	5,000	5,000	5,000	15,000
				0
<b>Property</b>				0
Refurbishment of Higher Uppacott cottage	55,000			55,000
				0
<b>Recreation Management</b>				0
Pantograph	6,500			6,500
				0
<b>Promote Positive Experience</b>				0
Naturally Healthy Project	5,000	5,000	5,000	15,000
Visitor Centres Interpretation	18,300	18,000	4,500	40,800
Public Arts trail 2	60,000	60,000		120,000
Delicious Dartmoor Exhibition	2,000			2,000
<b>Vehicles - Capital replacement programme</b>				
Ranger Service		30,000	60,000	90,000
Conservation Works Team	15,000	25,000		40,000
Toilet cleaning			14,000	14,000
Pool Vehicles	14,000	11,000	14,000	39,000
<b>Excellent Organisation</b>				
Upgrade telephone system	10,745			10,745
Replace Video Conference system	3,164			3,164
Etarmis Mobile - tbc				0
Purchase to Pay Project - tbc				0
"About us" infographics packs	2,000			2,000
<b>Total per year</b>	<b>191,709</b>	<b>149,000</b>	<b>97,500</b>	<b>438,209</b>

2019/20 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2019/20 Forecast Opening Balance £'000
<b>Grants &amp; Contributions with Restrictions carried forward:</b> Grants & Contributions with Restrictions	N/A	Actual	(154)
<b>Employees:</b> Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)
<b>Costs &amp; Awards:</b> Appeals / Public Enquiries / Litigation	High	Est.	(250)
<b>Loss of Income and / or Price Increases:</b> Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(34)
<b>Capital - Property:</b> Repairs & maintenance (sinking fund)	Medium	Est.	(210)
<b>Capital - Vehicles</b> Provision for future replacement of vehicles (sinking fund)	N/A	Est.	(123)
<b>Known Commitments/Contracts</b>			
Local Plan Review	N/A	Est. & Actual	(58)
All Moor Butterflies	N/A	Actual	(8)
2016/17 Project Fund allocations	N/A	Actual	(4)
National Park Management Plan Review	N/A	Actual	(16)
Farming Year Films	N/A	Actual	(10)
Pork Hill car park repairs	N/A	Actual	(35)
Customer Relationship Management System	N/A	Actual	(10)
<b>Match Funding Reserve</b>			
Moor than meets the eye - project spend	N/A	Actual	(55)
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)
South West Peatland Partnership	N/A	Actual	(100)
Postbridge Visitor Centre - extension project	N/A	Actual	(89)
Unallocated fund balance	N/A	Actual	(156)
<b>Revenue</b>			
Invest to save and / or Generate Projects	N/A	Actual	(84)
Revenue Outturn Surplus - to be reallocated (tbc at year-end)	N/A	Actual	0
<b>General Reserve - Minimum amount to cover unanticipated costs / emergencies</b>	N/A	Actual	(500)
<b>Total Reserve Balance</b>			<b>(2,317)</b>



**GENERAL FUND RESERVE BALANCES**

Appendix 6 to NPA/19/006

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 £	2021/22 Forecast Movements £	2021/22 Forecast Closing Balance £	Notes
<b>Grants &amp; Contributions with Restrictions</b>										
Hill Farm Project	(16,924)				(16,924)				(16,924)	Cash balances are carried forward at each year end as allocated to expenditure
English Heritage: White Horse Hill	(20,036)				(20,036)	16,740			(3,296)	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 - balance at year-end to be confirmed
Communities Fund 2018/19 Contributions (SHDC& WDBC)				(9,196)	(9,196)	9,196			0	Contributions received at year end and carried forward
DCLG - Neighbourhood Planning Grant	(5,000)			(5,000)	(10,000)				(10,000)	
DCLG - Unringfenced Grants	(70,980)		1,324		(69,656)	10,856			(58,800)	Further monies due in 2018/19 £30k & £5k and £15k & 5k in 2019/20
Donate for Dartmoor Balances	(18,295)		16,500	(15,397)	(17,192)	12,550			(4,642)	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				(10,000)	(10,000)	7,050	2,950		0	To be used over 2 years & final claim due Nov 2020
Volunteer Award Prize money				(1,000)	(1,000)	1,000			0	C/fwd from 2018/19
<b>Budget Management Fund - Provisions (risk based)</b>										
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)	78,605			0				0	
<b>Capital Expenditure Fund</b>										
Vehicles - Sinking Fund - Replacement	(54,418)	(68,365)			(122,783)	30,000			(92,783)	
Property - Sinking Fund - Repairs & Maintenance	(200,000)			(10,000)	(210,000)	10,000			(200,000)	Uppacott Cottage roof C/Fwd from 2018/19
<b>Known Commitments</b>										
Local Plan Review	(79,500)	(20,845)	42,344		(58,001)	24,500	33,501		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 & negotiation commenced to continue, so balance to be retained
MIRES PR14	(10,000)	10,000			0				0	3 year partnership project, to be allocated when required, has been met within annual budgets
Project Fund allocations in 2016/17 against salaries	(53,995)		49,457		(4,538)	4,538			0	Built into MTFP
Farming Year Films	(20,000)		20,000		0				0	C/Fwd from 2017/18
NPMP	(16,000)				(16,000)				(16,000)	Programme spend to be determined
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)	35,000			0	C/Fwd from 2018/19
CRM				(10,000)	(10,000)	10,000			0	C/Fwd from 2018/19
<b>Match Funding Reserve</b>										
Moor Than Meets the Eye match funding	(100,000)		44,955		(55,045)	55,045			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)	29,000	9,000		0	Project Surplus to be allocated to 3 projects over 3 years
Discover England Fund - Make Great Memories	(16,400)	3,200	13,200		0				0	
Common Cause	(8,000)		8,000		0				0	
SW Peatland Partnership	(150,000)		50,000		(100,000)	48,154	41,579	10,267	0	NPA17/041 - 3 year project, profiled spend is estimated
Postbridge Visitor Centre Building Project	(140,000)		50,865		(89,135)	72,305			(16,830)	NPA18/017 - project spend to date has been profiled
Unallocated fund balance	(127,446)	(28,200)			(155,646)				(155,646)	
<b>Total Earmarked Reserves</b>	<b>(2,252,350)</b>	<b>50,000</b>	<b>508,895</b>	<b>(123,593)</b>	<b>(1,817,048)</b>	<b>415,197</b>	<b>93,930</b>	<b>10,267</b>	<b>(1,297,654)</b>	
<b>General Reserve (unallocated emergency reserve)</b>	<b>(450,000)</b>	<b>(50,000)</b>		<b>0</b>	<b>(500,000)</b>				<b>(500,000)</b>	
<b>Total General Fund Balance</b>	<b>(2,702,350)</b>	<b>0</b>	<b>508,895</b>	<b>(123,593)</b>	<b>(2,317,048)</b>	<b>415,197</b>	<b>93,930</b>	<b>10,267</b>	<b>(1,797,654)</b>	

## DARTMOOR NATIONAL PARK AUTHORITY

1 March 2018

**TREASURY MANAGEMENT AND INVESTMENT STRATEGY 2019/20**Report of the Head of Business Support

**Recommendation : That the Authority approves the 2019/20 Treasury Management & Investment Strategy (Appendix 1)**

**1 Introduction**

- 1.1 In March 2018 following the publication of a revised Code of Practice for Treasury Management (the Code) the Authority adopted a revised Treasury Management Policy Statement together with a statement of its Treasury Management Practices (TMPs). No changes are proposed to these policies for 2019/20.
- 1.2 The policy requires the Authority to consider a treasury strategy report, setting out the strategy and plans to be followed in the coming year as part of the budget process.

**2 Treasury Management and Investment Strategy**

- 2.1 The Treasury Management and Investment Strategy is set out at Appendix 1. The Authority has no debt but has investments that average circa £2.5m during the year and is, therefore, exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management.
- 2.2 The Authority rarely has a capital programme of any substance and capital spend is commonly of a small scale nature, e.g. acquisition of vehicles or IT. For any larger schemes, such as extending or building Visitor Centres, the Authority will receive a specific report to support the decision making process. The Authority has no current plans to borrow and funds capital expenditure from National Park Grant, earmarked reserves, capital receipts (if held) or external funding (grant scheme bids).
- 2.3 The overriding objective continues to be to invest prudently, with priority being given to security and liquidity before yield.

**3 Conclusion**

- 3.1 The Authority's arrangements for treasury management are maintained at a high standard. The Head of Business Support continues to consult with Devon County Council's Assistant County Treasurer (Investments and Treasury Management) to investigate opportunities to maximise the Authority's investment income and will bring a report to the Authority for approval if changes to our practices are proposed.

DONNA HEALY

**Attachments: Appendix 1 - Treasury Management and Investment Strategy**

20190301 DH Treasury Management

## TREASURY MANAGEMENT AND INVESTMENT STRATEGY 2019/20

### Introduction

The Treasury Management Strategy sets out the Authority's policies in relation to: the management its cash flows, its banking, borrowing and investment strategies, monitoring of the level of debt (if it has any) and funding of the capital programme. The Treasury Management Strategy should be read in conjunction with the Capital Strategy.

The Authority has adopted the CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Services. A revised Code of Practice was published by CIPFA in December 2017 and a revised Treasury Management Policy Statement and a statement of Treasury Management Practices (TMPs) were approved by the Authority in March 2018. No changes are proposed to these policies for 2019/20.

This Treasury Management Strategy document sets out:

- Minimum revenue provision;
- Capital expenditure funding;
- The current treasury position, debt and investments;
- Prospects for interest rates;
- The borrowing strategy;
- Prudential indicators on impact of capital financing and monitoring of the level and make-up of debt;
- The investment strategy.

### Minimum Revenue Provision

Minimum Revenue Provision (MRP) is a charge to the Authority's revenue accounts to make provision for the repayment of external debt and internal borrowing; there is a statutory obligation to charge the revenue account an annual amount of MRP. As the Authority is debt free MRP does not apply.

### Capital Expenditure

The Authority rarely has a capital programme; capital spend is commonly of a small scale nature such as related to the acquisition of vehicles or IT. For any larger schemes, such as extending or building Visitor Centres, the Authority receives a specific report to support the decision making. The current Medium Term Financial plan period does contain proposals to replace three vehicles; a lease or buy decision is yet to be made and expenditure will be funded from National Park Grant.

### Prudential Indicators

**Capital Financing Requirement** - this represents the Authority's underlying debt position, showing how the previous and future spend for capital purposes has been or will be financed by borrowing or entering into other long-term liabilities. As the Authority has no debt, there is no requirement to report.

**Authorised Limit** for total external debt - this represents the level at which the Authority is able to borrow and enter into long-term liabilities. Additional borrowing beyond this limit is prohibited without Authority approval. The Authority currently has no debt or plans to borrow. The Authorised limit is therefore set at £100,000 (representing the Authority's available bank overdraft facility).

**Operational Boundary** - this is based on the anticipated level of external debt needed during the year. Variations in cash flow can lead to occasional, short term breaches of the operational boundary that are acceptable. Sustained breaches would be an indication that there may be a danger of exceeding authorised limits. The Authority currently has no debt or plans to borrow. The Operational Boundary is therefore set at £100,000 (representing the Authority's available bank overdraft facility).

**Underlying Borrowing Requirement to Gross Debt** - the Authority needs to ensure that its gross debt does not, except in the short term, exceed the Capital Financing Requirement. As the Authority has no debt, there is no requirement to report.

**Ratio of Financing Costs to Net Revenue Stream** - this shows the relationship between Capital Financing Costs and the net Revenue Stream. However as there is borrowing, and any capital expenditure is financed from NPG or reserves, this is not indicator does not apply.

**Treasury Management Prudential Indicators** - these relate to the fixed and variable rates of interest on loans and borrowings. As the Authority does not have any external borrowing, these indicators do not apply.

### Monitoring the Indicators

It is important to monitor performance against forward looking indicators and the requirement that borrowing should only be for capital purposes. If we had borrowing, it would be monitored daily against the operational boundary and authorised limit. If these limits were to be breached, a report would be brought to the Authority outlining what action would be necessary to prevent borrowing exceeding the limit and the impact on the revenue budget. The indicators for capital expenditure, capital financing requirement, capital costs and the treasury management indicators are monitored monthly if they apply. Any significant variations would be reported to the Authority.

**Analysis of Long Term Debt** - The Authority has no long term debt.

### Schedule of Investments

At the time of writing this report the all of the Authority's working capital was being held in its bank accounts and in a Barclays Treasury Deposit Account. The Authority's fixed rate investments as at 31 March 2018 and 31 January 2019 (current) are:

Table 1:

Bank	Maturing in	Actual 31.03.18	Interest Rate %	Current 31.01.19	Interest Rate %
Barclays - term deposits	<365 days	£2,500,000	0.18	2,500,000	0.764

The annual investment returns history and current position is set out in table 2.

Table 2:

<b>2012/13 Actual</b>	<b>2013/14 Actual</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Actual</b>	<b>2017/18 Actual</b>	<b>2018/19 Forecast</b>
£21,920	£15,000	£17,998	£19,162	£17,950	£10,616	20,900

The Authority's cash balance available for investment varies during the year, with the balance building up on a quarterly basis when we receive National Park Grant; it then tapers down at the end of each quarter and towards the end of the financial year. It is anticipated that long term cash balances available for investment at 31 March 2019 will be circa £2.5 million which is similar to those at the start of the year.

The recent investment performance of the Authority's cash investments has been affected by the low interest rates introduced as part of the measures used to alleviate the global credit crunch. Interest rates have also been impacted by the introduction of new banking regulations requiring banks to hold higher levels of liquidity to act as a buffer.

The rates on offer increased marginally during 2018/19 following the Bank of England's decision to increase the base rate to 0.75%, but continue to be low in comparison to the past, and the returns on the Authority's cash investments are forecast to remain low levels for the foreseeable future. The Treasury Management Strategy will continue to be set in a manner that ensures a prudent and secure approach.

### Prospects for Interest Rates

Forecasting future interest rate movements even one year ahead is always difficult. The factors affecting interest rate movements are clearly outside the Authority's control. Whilst short term rates are generally linked to the Bank of England's Base Rate, long term rates are determined by other factors e.g. the market in Gilts.

Following a flow of generally positive economic statistics after the quarter ended 30 June 2018, the Bank of England's Monetary Policy Committee (MPC) came to a decision on 2 August 2018 to make the first increase in Bank Rate above 0.5% since the financial crash, from 0.5% to 0.75%. At the November's meeting, the MPC left the Bank Rate unchanged, but expressed some concern at the Chancellor's fiscal stimulus in his Budget, which could increase inflationary pressures.

The forecasts from Link Asset Services (provided by Devon County Council to the Authority) indicate that the overall longer run future trend is for gilt yields to rise, albeit gently, with the market pricing in the next rise in base rate, up to 1.0% for around May 2019 followed by increases in February and November 2020, before ending up at 2.0% in February 2022. These forecasts are summarised in table 3.

Table 3:

<b>Base Rate Forecasts</b>	<b>Dec 2018</b>	<b>Mar 2019</b>	<b>June 2019</b>	<b>Sep 2019</b>	<b>Dec 2019</b>	<b>Mar 2020</b>
Link Asset Services	0.75%	0.75%	1.00%	0.50%	1.00%	1.25%
Capita	0.75%	0.75%	1.00%	1.25%	1.50%	1.50%

However, these forecasts are based on a smooth transition for Brexit. The economic outlook will depend significantly on the nature of the EU withdrawal, in particular the form of new trading arrangements, the smoothness of the transition to them and the responses of households, businesses and financial markets. The Bank of England has stated that its

response to Brexit could be to shift policy in either direction. It could cut rates if it sees a disorderly Brexit damaging economic growth, but might be forced to hike rates if there is a run on the pound.

As a result economic interest rate forecasting remains difficult. The above forecasts (and MPC decisions) will be liable to further amendments depending on how economic data and developments in financial markets transpire over the next year.

When budgeting for interest receipts a prudent approach has been adopted to ensure that, as far as is possible, the budget will be achieved.

### **Borrowing and Debt Management Strategy 2019/20 – 2021/22**

As the Authority is debt free and has no current plans to borrow, there is nothing to report under this heading.

### **Investment Strategy 2019/20 – 2021/22**

The Authority continues to adopt a very prudent approach to its cash investments and its investments will be “Specified Investments” as defined by the Ministry of Housing, Communities and Local Government (MHCLG). The lending policy is kept under constant review with reference to strict criteria for inclusion in the counterparty list. The Treasury Management Strategy will continue to be set to ensure a prudent and secure approach.

The Authority is required under the guidance in the CIPFA Treasury Management Code of Practice to approve an Annual Investment Strategy. The overall aims of the Authority’s strategy continue to be to:

- Limit the risk to the loss of capital;
- Ensure that funds are always available to meet cash flow requirements;
- Maximise investment returns, consistent with the first two aims; and
- Review new investment instruments as they come to the Local Authority market, and to assess whether they could be a useful part of our investment process.

### **The overriding objective will be to invest prudently, with priority being given to security and liquidity before yield.**

The outlook for cash investment remains challenging. Whereas in the past there has been a perception that Governments would not allow banks to fail, the new regulatory environment has put more emphasis on the requirement for investors to take a hit by funding a “bail-in”. A bail-in is where the bank’s creditors, including local authorities depositing money with them, bear some of the burden by having part of the debt they are owed written off. The balance of risk is therefore changing, and as a result the Authority has considered alternative forms of investment in order to diversify its risk.

Under the Markets in Financial Instruments (MiFID II) directive, local authorities are now classed as retail clients by the Financial Conducts Authority (FCA). This has implications for the range of investments that are available to local authorities. While bank and building society deposits are unaffected by the regulations, some banks have determined that they will only take term deposits from professional clients and a range of alternative forms of investments are only available to professional clients. However, if the local authority meets

the criteria set by the FCA, then it can apply to be “opted up”. The Authority is unlikely to meet the criteria to do so.

### Specified Investments

Specified Investments will be those that meet the criteria in the MHCLG Guidance i.e. the investment:

- Is sterling denominated;
- Has a maximum maturity of 1 year;
- Meets the “high credit quality” as determined by the Authority or is made with the UK government or is made with a local authority in England, Scotland, Wales or Northern Ireland or a parish or community council;
- The making of which is not defined as capital expenditure under section 25(1)(d) in SI 2003 No 3146 (i.e. the investment is not loan capital or share capital in a body corporate).

Specified investments will include bank and building society deposits. Security is achieved by the creation of an ‘Approved list of Counterparties’. These are the banks, building societies, money market funds and other public bodies with whom we are prepared to deposit funds. In preparing the list, a number of criteria will be used not only to determine who is on the list, but also to set limits as to how much money can be placed with them, and how long that money can be placed for.

Banks are expected to have a high credit rating. The Authority uses the ratings issued by all three of the major credit rating agencies, Fitch, Moody’s and Standard & Poor’s, made available to the Authority via Devon County Council’s Assistant County Treasurer (Investments and Treasury Management), who monitors them daily and advises the Authority accordingly.

The lowest rating published by any of the agencies is used to decide whether an institution is eligible for inclusion. Where the counterparty is only rated by two of the major ratings agencies, the lowest rating published by either of the two is used. This rating also determines the maximum amount which can be loaned to an individual counterparty. Non-Eurozone overseas banks that meet the criteria are included from countries with a high Sovereign rating. The time length of all deposits with financial institutions will be managed prudently, taking account of the latest advice from Devon County Council’s Assistant County Treasurer (Investments and Treasury Management). The Authority’s investments will continue to be in bank deposits.

The ‘Approved List of Counterparties’ specifies individual institutions, and is formally reviewed at least monthly. Notification of credit rating downgrades (or other market intelligence) is acted upon immediately, resulting in any further lending being suspended.

*Table 4: Counterparty Approved List criteria*

<b>Counterparty Type</b>		<b>Fitch</b>	<b>Moody’s</b>	<b>Standard &amp; Poors</b>
UK Banks	Not below	A- & F1	A3 & P-1	A- & A-1
UK Building Societies	Not below	A- & F1	A3 & P-1	A- & A-1
Non-Eurozone Overseas Banks	Sovereign rating of	AAA	Aaa	AAA
	And not below	A- & F1	A3 & P-1	A- & A-1
Other Local Authorities		N/A	N/A	N/A

Where the short term rating of a counterparty is one notch below the stated criteria, but the counterparty meets the long-term rating criteria, they may still be used, subject to the advice provided by Devon County Council, who will take into account a range of other metrics in arriving at their advice. The credit ratings shown in the table for banks and building societies allow for greater sensitivity in recognising counterparty risk.

Liquidity in investments is the second key factor in determining our strategy. Funds may be earmarked for specific purposes or may be general balances and this will be a consideration in determining the period over which the investment will be made. All known short-term commitments are covered before lending for over 1 month. Where cash is expected to be available long-term (up to a year) we will maximise the length of time for the deposit in order to obtain the best interest rate possible.

### **Non-Specified Investments**

Non-specified investments are those that do not meet the criteria detailed above, but are intended to be a longer-term investment, generating a higher yield, but with a slightly higher degree of risk e.g. investment in commercial property. The Authority has no non-specified investments.

### **Interest Rate Targets**

For the 2019/20 financial year it has been assumed that the average interest rate earned on short-term lending (to the bank) will be 0.75% p.a. The target rate takes into account the November 2018 increase in the Bank of England base rate, which has resulted in increased rates being available compared to those available before the increase. The target set for 2019/20 is considered to be achievable.

Given the degree of uncertainty about future economic prospects and the level of interest rates, Medium Term Financial Plan forecasts will be based on average rates for lending to banks and building societies continuing to be 0.75% for 2020/21 and 2021/22. However these will be reviewed in the light of changes to the rate on offer to the Authority over the MTFP period.

### **Investments that are not part of Treasury Management**

The revised Code requires the Authority to report on investments in financial assets and property that are not part of treasury management activity, but where those investments are made primarily to achieve a financial return. The Authority does not currently have a policy of making commercial investments outside of its treasury management activity, for both financial and legal reasons. Any capital investment made or held is for the purposes of delivering operational services and must be in accordance with National Park Purposes.

### **Performance**

The primary aim of the Treasury Management Strategy is to maximise interest receipts over the long term, whilst achieving annual budgets, without taking any undue risk.



## DARTMOOR NATIONAL PARK AUTHORITY

1 March 2019

**NEW MEMBER ROLE DESCRIPTION**Report of the Head of Organisational Development & Monitoring Officer**Recommendation : That Members approve the updated Role Description for Members of Dartmoor National Park Authority****1 Introduction**

- 1.1 The Authority has in place a Role Description that sets out the main purposes, key tasks, behaviours and expectations of Members appointed to Dartmoor National Park Authority.
- 1.2 It is acknowledged that there is no “*one size fits all*” template for membership of a National Park Authority. Indeed, it is recognised that through the diversity of Members’ background, experience and interests that the Authority can seek to balance competing demands and requirements from individuals, communities, user groups and the wider public interest.
- 1.3 However, to help develop an understanding of what being a Member looks like in practice, the Role Description also contains a person specification describing the qualities and attributes that make an effective Member.
- 1.4 Members are advised that a separate document, issued alongside the Role Description to provide general information about Dartmoor National Park and the Authority, has also been reviewed.
- 1.5 The Role Description and general information documents are used primarily to support the appointment of new Members, with these documents being circulated to all constituent authorities, and to Parish Councils as required.

**2 Review**

- 2.1 At the Annual Member Workshop, held in September 2018, Members agreed to review and update the Role Description for Members in advance of the May 2019 elections.
- 2.2 The review has been undertaken by the Head of Organisational Development & Monitoring Officer, in consultation with the Chief Executive (National Park Officer) and an updated Role Description for Members is provided at Appendix 1; the updated document entitled *General Information – Members* is also provided at Appendix 2.
- 2.3 The review has not led to significant changes to the Role Description following its last update in 2015, however the appendices are different. The first appendix sets

out the Seven Principles of Public Life, as reported by the Government's Committee on Standards in Public Life, in January 2019.

- 2.4 We have also added a second appendix, a document entitled "*Signing up to Team Dartmoor*" developed following the introduction of the Authority's Organisational Development Strategy in 2016/17. This additional guidance sets out what Members can expect of '*Team Dartmoor*' and equally what '*Team Dartmoor*' expects of our Members.

### **3 Equality and Sustainability Impact**

- 3.1 There are no specific equality and sustainability impacts arising from this report.

### **4 Financial Implications**

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

NEIL WHITE

**Attachments:**   **Appendix 1 - Draft Member Role Description**  
                          **Appendix 2 - Draft: Members – General Information**

20190301 NW New Member Role Description

# Role Description for Members of Dartmoor National Park Authority



## National Park Purposes

Dartmoor National Park Authority exists to conserve the natural beauty, wildlife, and cultural heritage of Dartmoor, to promote wide public understanding and enjoyment of these special qualities and, with others, to foster the social and economic well-being of communities within the National Park.

## Main Purposes of the Role

The main role of an Authority Member is to ensure the efficient, effective and accountable governance of the Authority; to provide leadership and direction for the organisation as a whole; and act as an 'ambassador/advocate' for the National Park and the work of the Authority.

Members are collectively & individually responsible for good governance and use of public money.

Each Member works with the Chairman, Chief Executive (National Park Officer) and other Members to discharge the functions of the Authority and to steer and champion the performance and management of the Authority so that it delivers benefits to the nation and local communities in accordance with National Park purposes.

## Key Tasks

- To be an advocate for the special qualities of Dartmoor National Park
- To represent the interests of the communities and population of the whole of Dartmoor
- To ensure that the national interest in Dartmoor as an area specially designated for its natural beauty, wildlife and cultural heritage is safeguarded
- To promote wider public understanding and enjoyment of the special qualities of Dartmoor
- To work with others to foster the economic and social well-being of communities in the National Park
- To participate collectively in the development of plans, policies and strategies to deliver National Park purposes through an appropriate range of activities and services.
- To be collectively & individually responsible for good governance and value for public money
- To monitor and scrutinize the Authority's efficiency, effectiveness, performance, outcomes and use of public money.

## **Key Behaviours**

- participate in the development of policy, priorities and objectives, business planning, strategic thinking and innovation within the Authority
- engage positively in the work of the Authority's committees and working panels
- contribute opinions and advice to promote informed and balanced decision-making
- work with other Members to apply National Park purposes and the principles of sustainable development
- challenge proposals that appear to be contrary to National Park purposes, good practice or the best interests of Dartmoor's communities
- be an effective communicator - an ambassador for the National Park and the work of the Authority
- accept collective responsibility for all decisions of the Authority
- Work positively with and support officers, recognising the differing but complementary roles of offices and Members.

## **In order to achieve this, Members should expect to:**

- attend and contribute to regular meetings of the Authority, its committees and working groups and raise issues of concern through the established procedures and mechanisms
- read officer reports and briefing material provided for meetings, and seek clarification where necessary, so as to be properly prepared for discussion and decision
- represent and champion the Authority as an effective mechanism for delivering the statutory purposes of National Park designation and maintaining the social and economic well-being of local communities
- adhere at all times to the adopted Member Code of Conduct and Good Practice Protocols
- attend appropriate training courses, briefing sessions and events arranged or recommended by the Authority
- Parish Members will be expected to take a lead in communicating with the constituent Parishes within the National Park and should expect to attend meetings of a number of allocated Parish Councils on a regular basis, and to provide effective feedback to officers.

# Person Specification for Members of Dartmoor National Park Authority



There is no “*one size fits all*” solution or template for membership of a National Park Authority. Indeed, it is through the diversity of members’ background, experience and interests that the Authority can seek to balance competing demands and requirements from individuals, communities, user groups and the wider public interest.

Experience suggests that an effective Member will be:

- available to participate
- committed to Dartmoor National Park
- willing to get involved
- able to work with other Members and officers

If we were drawing up a person specification for a notional “ideal Member” it would probably include:

- An enthusiastic champion and passionate advocate for Dartmoor National Park
- Committed to attending and contributing to meetings of the Authority, its committees and working / task groups, as required
- Willing to engage with communities and individuals – acting as an ambassador for the National Park: relaying key messages from and to the Authority
- A strategic thinker with a good grasp of the “big picture”
- Realistic and balanced in decision-making
- Prepared to listen to officer advice and give it proper weight
- Clear about the boundaries between Member decision-making and officer responsibility
- Fully committed to equality, sustainability, ethical governance and collective responsibility in decision-making
- A conscientious adherent to the Seven Principles of Public Life (Appendix A)
- A willing and active participant in member training sessions, member briefings, annual performance reviews and personal learning & development
- A fully signed up member of *Team Dartmoor* (Appendix B)

## **Appendix A**

### **The Seven Principles of Public Life**

The Principles of Public Life apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the Civil Service, local government, the police, courts and probation services, non-departmental public bodies (NDPBs), and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.

#### **Selflessness**

Holders of public office should act solely in terms of the public interest.

#### **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### **Honesty**

Holders of public office should be truthful.

#### **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

*Source: Local Government Ethical Standards Report – January 2019*

## Appendix B

### SIGNING UP TO **TEAM DARTMOOR**

#### What you can expect as a member of **Team Dartmoor**

##### **Employees and volunteers should expect to:**

- Be appointed fairly
- Have a welcoming induction
- Receive suitable training and equipment to do your job
- Have opportunities for development
- Be well managed and supported
- Enjoy a healthy work life balance
- Be trusted and empowered
- Be listened to and responded to
- Have a healthy and safe working environment
- Be treated with dignity and respect

##### **Line managers should expect all of the above and:**

- Management development
- Support in your service development decisions
- To have a voice concerning the management of your section

##### **Heads of Service/Team Managers should expect all of the above and:**

- Authority to shape your service
- Support in your policy decisions
- To be accountable for your service
- The opportunity to manage and facilitate change

##### **Leadership Team should expect all of the above and:**

- Authority to shape the Dartmoor National Park Authority
- To guide the future agenda
- To manage the working relationship between staff and Members

##### **Members should expect to:**

- Have a welcoming induction
- Be trained and developed appropriately
- Be treated with dignity and respect
- Be kept informed and consulted on relevant issues
- Be supported in responding to the needs and concerns of the public
- Be supported in reviewing and scrutinising our services and those delivered through partnerships
- Identify Dartmoor National Park Authority's priorities and shape its policies

## What **Team Dartmoor** expects from you:

### **Employees should:**

- Be capable of undertaking your job
- Perform to the best of your abilities at all times
- Be willing to develop and take responsibility for your development
- Be customer focused and an ambassador for DNPA
- Be a **Team Dartmoor** player
- Be flexible, adaptable and innovative
- Be loyal to the organisation
- Treat people with dignity and respect; valuing their diversity
- Act with integrity, honesty, responsibility and objectivity
- Raise any concerns early
- Be aware of our priorities
- Participate and contribute towards improving services and achieving our priorities
- Always seek ways to do more for less

### **Line managers should do all of the above and:**

- Enable, develop, trust, empower and motivate people in your team
- Contribute to strategic decisions and policies
- Show consistent and fair management
- Have a corporate approach
- Use public funds in a responsible and fair manner
- Support your manager in service provision to achieve our priorities and objectives

### **Heads of Service/Team Managers should do all of the above and:**

- Lead people effectively
- Consult and inform members
- Encourage team building
- Manage service provision to achieve our priorities and objectives

### **Leadership Team should do all of the above and:**

- Have a leadership style that empowers
- Lead and encourage organisational development
- Facilitate cross-service working
- Safeguard and develop Dartmoor National Park Authority's culture

### **Members should:**

- Work for the benefit of Dartmoor National Park Authority
- Shape the Dartmoor National Park Authority's vision, objectives and priorities
- Make the connection between citizens' aspirations and shaping services
- Support, respect and value the workforce



# Dartmoor National Park Authority

## General Information - Members



Dartmoor National Park was designated on 30 October 1951 and covers an area of 954 square kilometres (368 square miles) the largest area of open countryside in the South of England. Almost half of the National Park is moorland and 37% per cent of the National Park is common land. Over 34,000 people live in the National Park and there are in excess of 2m visitors per year. The twin purposes of National Park designation are:

- **to conserve and enhance the natural beauty, wildlife and cultural heritage; and**
- **to promote opportunities for the understanding and enjoyment of the special qualities (of the National Parks) by the public.**

*National Parks and Access to the Countryside Act 1949 as amended by the Environment Act 1995*

Dartmoor National Park Authority came into being on 1 April 1997 as a special purpose local authority, set up under the Environment Act 1995. The Authority exists to secure for the public good the conservation, enhancement, enjoyment and understanding of the special qualities of Dartmoor, its landscape, wildlife and cultural heritage. It also looks to support Dartmoor's businesses and communities and economic growth, as we deliver National Park purposes, in accordance with our socio-economic duty which is to:

**Seek to foster the economic and social well-being of local communities (within the National Park) by working closely with the agencies and local authorities responsible for these matters.**

The Authority is committed to listening to all stakeholders and providing services fairly to all sections of the community

The Authority currently has 19 Members:

- Five are appointed by Devon County Council
- Five by the District Councils
  - two from West Devon Borough Council
  - two from Teignbridge District Council
  - one from South Hams District Council
- The remaining nine Members are Government appointees:
  - Four are appointed to represent parish council interest and are nominated by the parish councils on Dartmoor. The nominations are then approved by the Secretary of State.
  - The other five Members are directly appointed by the Secretary of State to represent the national interest, and are persons, usually local, with specialist knowledge of, or a particular interest in, the national park.

All Members represent the whole of the National Park.

The full Authority meets the first Friday of every month. There are three committees with delegated powers to make decisions on different aspects of the Authority's work: Development Management, Audit and Governance and Standards.

The Authority produces an annual Business Plan setting out its key priorities within the context of National Park purposes. Performance against the Business Plan is monitored throughout the year.

## **What we do**

The Authority aims to conserve and enhance Dartmoor as a vibrant living, working landscape and community. We work in partnership with a wide range of local and national stakeholders and look to support Dartmoor's businesses and communities as we deliver National Park purposes. The Authority is committed to listening to all stakeholders and providing services fairly to all sections of the community.

### **Our principal areas of activity include:**

- produce a National Park Management Plan containing land management policies, and a Local Plan setting out planning policies, which together provide the main policy framework for the management of the National Park;
- promote sustainable development and work closely with all authorities and agencies concerned with the social and economic well being of National Park communities;
- provide advice on land management and work with the farming community through the Dartmoor Hill Farm Project;
- record, protect, maintain and enhance natural habitats and areas of ecological significance and give advice on their protection and management;
- deal with all proposals which require planning permission, listed building consent, conservation area consent, advertisement consent or which have to be the subject of other formal submissions;
- manage public access to open country;
- maintain the footpath and bridleway network on behalf of Devon County Council;
- provide and support a network of National Park Visitor Centres, community-run information centres and information points;
- manage the effects of recreation and tourism pressures and influence the provision of appropriate tourist facilities and attractions in and around the National Park;
- publish literature and run a guided walks and events programme to inform and to educate thereby enabling the better understanding and enjoyment of the National Park's special qualities;

- work closely with housing authorities to facilitate the provision of housing to meet identified local needs;
- record, protect, maintain and enhance sites, structures and areas of archaeological significance and give advice on their protection and management;
- give planning advice, including design guidance, prior to the submission of applications;
- provide a National Park-wide Ranger Service;
- enter into agreements to provide for public access and other recreational opportunities;
- help schools, colleges and youth groups to gain as much benefit as possible from their visits to the National Park;
- Manage key visitor infrastructure such as toilets and car parks owned or leased by the Authority.

## **The Role of an Authority Member**

The Authority can only achieve its aims effectively if the decisions it takes balance local and national needs, take full account of the statutory purposes of the Authority and lead to realistic actions. As a Member of the National Park Authority you will be expected to tackle a wide range of demanding responsibilities, balancing national policies, services requirements and local expectations.

### **Commitment to the Business of the Authority**

Members can expect to spend 2 – 4 days per month on National Park Authority business. This commitment will vary from time to time (and for a committee Chair of working group member is likely to be more) dependent upon the level of involvement with Authority work that is undertaken.

### **Main Purposes of the Role:**

The overall purpose of Members is to ensure the efficient, effective and accountable governance of the Authority; to provide leadership and direction for the organisation as a whole; and act as an ‘ambassador/advocate’ for the National Park and the work of the Authority.

For full details, please refer to the Role Description for Members.

### **You will also be given the opportunity from time to time to:**

- serve on committees and working groups dealing with particular issues affecting the National Park;
- champion or lead a specific area of the Authority’s work;
- talk about the work of the Authority to local community groups;

- learn about the National Park and other protected landscape matters on field visits and fact finding tours;
- meet other people responsible for National Park matters and give your views on how well the Authority functions as a body;

### **Performance Measurement**

The Authority is committed to continuous improvement and has a performance management framework linking the outcomes it seeks to achieve to the objectives and actions in the Business Plan for the Authority and the individual work programmes for staff. Progress is measured through a series of service dashboards, performance indicators and individual appraisals.

Members contribute to this framework through the monitoring of specific targets:

**Target:** at least 85% attendance at meetings of the Authority and its Committees

**Purpose:** to monitor participation, commitment and accountability

**Target:** to (collectively) attend 30 Parish meetings per year

**Purpose:** to ensure an even distribution of workload, and to monitor the level of community engagement

### **Self-Assessment (Appraisal)**

All Members will have the opportunity to participate in an annual self-assessment (appraisal) process with a particular focus on roles and functions undertaken during the year and any training/development needs.

This process is focused on ensuring that all Members have the skills and support to fulfil their role as “ambassadors for the National Park”.

## DARTMOOR NATIONAL PARK AUTHORITY

1 March 2019

**PROPOSED NEW VISITOR CENTRE AT POSTBRIDGE**Report of The Head of Communications and FundraisingRecommendation: **That Members:**

- (i) **Note the progress of the project to date; and**
- (ii) **approve the submission of a bid to the Rural Development Programme England (RDPE) for the funding for the extended improved centre**

**1 Background**

- 1.1 In May 2018 Members agreed to progress with the project to develop design proposals and bid for funding from the RDPE for a new visitor centre at Postbridge, building on the vision and investment realised through the Moor than meets the eye [MTMTE] Landscape Partnership scheme.
- 1.2 Members allocated a budget of £140,000 to the project to develop design proposals and appoint a project management team to support the project officer in delivery.
- 1.3 This vision is to have an enhanced visitor centre that would provide an improved resource for visitors and be better able to tell the story of Bronze Age Dartmoor and interpret the findings from Whitehorse Hill. This centre would, through its improved offer, seek to extend the visitor dwell time, improving understanding and providing an economic benefit to the area.
- 1.4 The Postbridge project itself is split into three parts:
  - The MTMTE project telling the story of the Bronze Age and the finds at Whitehorse Hill
  - The design and construction of the redeveloped centre
  - The funding bid to the RDPE

**2 Progress to date**

- 2.1 The interpretation element of the project telling the story of the Bronze Age is well underway. This is being progressed as part of the MTMTE project and is due to be installed into Postbridge Visitor Centre in April/May with a view to being opened at the end of May this year.
- 2.2 As plans were developed for a new centre it became apparent that we were not able to build a new centre that met all our requirements with regard to exhibition space, for the outline budget proposed. The design team developed new proposals that provide a significant single storey extension to the centre, increasing the floor space from 136sqm to 258sqm and critically making the centre fully accessible over a single storey.

- 2.3 This design has been approved by the landowner, The Duchy of Cornwall, who under the terms of our lease has to approve any alterations or new buildings.
- 2.4 The design and construction phase is on progress with a view to RIBA Stage 3 completion as of 1 March, ready to move into RIBA Stage 4, technical design in preparation for going to tender if we are successful with our funding bid.
- 2.5 We have commissioned an economic modelling study to help support our funding bid, this has set out a number of recommendations for us to consider and put a figure for the potential economic impact that could be brought to the area if the extended, improved centre was realised. The full funding bid to the RDPE has been drafted using this report and modelling our own projections for the potential for the centre.

### **3 Next steps**

- 3.1 The next steps in the project timeline are to proceed with the funding bid to the RDPE for full 100% capital funding for the project. This is currently estimated in the region of £525,000 at the latest Quantity Surveyor estimate [this will accompany the bid]. The Rural Payments Agency [RPA] will assess the funding bid; this is likely to take up to 12 weeks.
- 3.2 While the funding bid is being considered by the RPA we will continue with Stage 4 of the design and construction process, with the design team preparing full technical design drawings in readiness for the tender process. There is a fee cost associated to this stage of £33,857. This is accounted for in the budget Members approved in May 2018.
- 3.3 If we are successful with our bid we will progress with the tender for the construction phase through Devon County Council's Standard List of Approved Contractors [SLOAC].
- 3.4 If the tender is within the budget as set out in the funding bid the full project plan/proposal will be brought back to Members for approval at the September or October Authority meeting [depending on the timeline for the funding bid]. This would highlight any revisions to the timeline and risks.
- 3.5 There are a number of risks identified with this that are outlined in the flow chart at Appendix 1. This highlights the risk and the action that we would take at each stage. The largest risks are:
  - We are not successful with our funding bid [project ends]
  - We are successful with our bid but our tendered cost for the project is higher than the successful funding application [we cannot top up with public money – project ends]

### **4 Recommendation**

- 4.1 The recommendation is that Members:
  - Note the progress of the project to date and management of the timeline and risks; and subject to separate determination of the planning application for the proposed extension

- Approve the submission of the full capital funding bid to the RDPE based on current market estimate for the centre as at 1 March, noting the risks as outlined above and in Appendix 1.

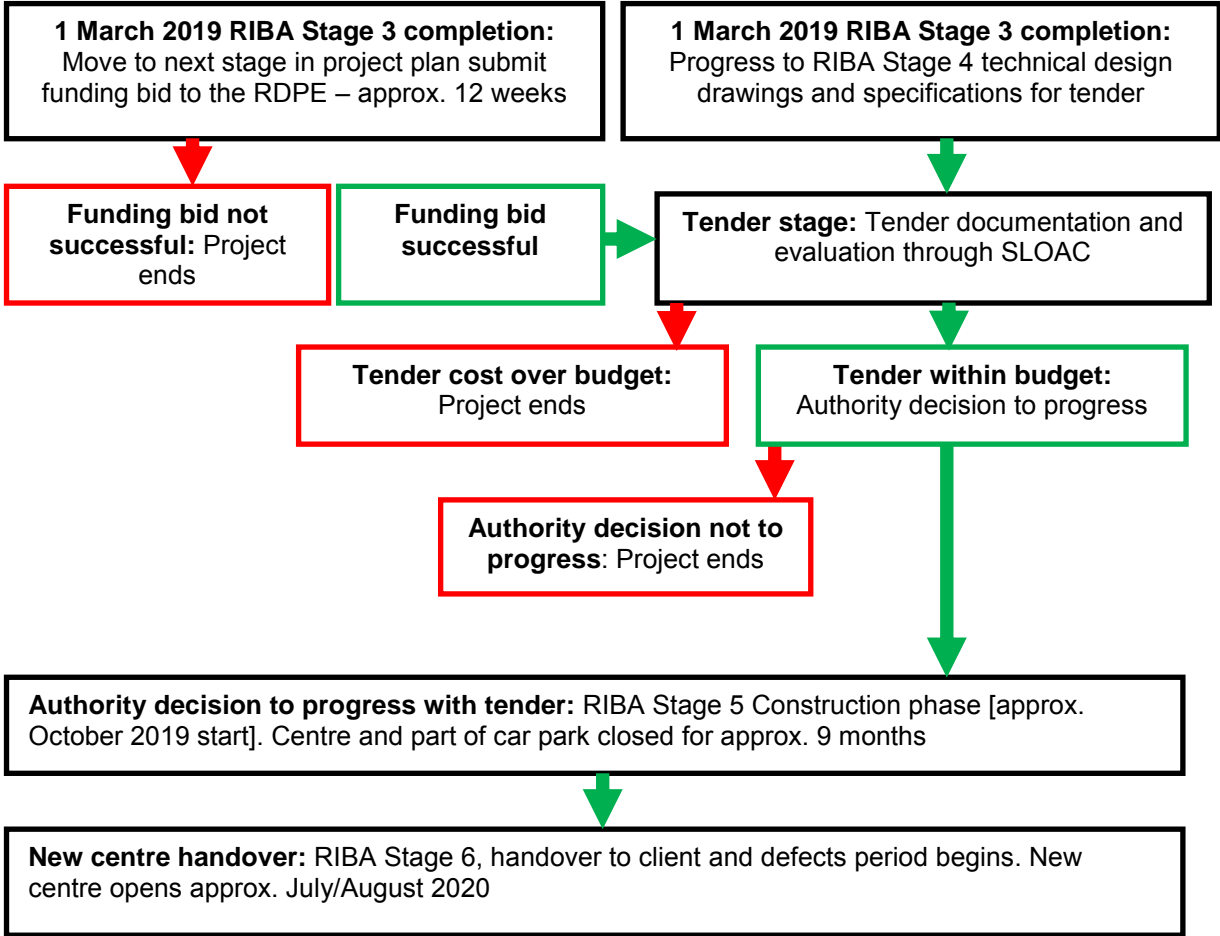
SAMANTHA HILL

**Attachments: Appendix 1 – Flowchart**

20190301 SH Proposed New Visitor Centre at Postbridge

### Redeveloped Visitor Centre at Postbridge

#### Project flow chart





## DARTMOOR NATIONAL PARK AUTHORITY

1 March 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>
<b>Total YTD end Q3</b>	<b>£19,804</b>

### 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 March 2019

**TREE PRESERVATION ORDERS, SECTION 211 NOTIFICATIONS  
(WORKS TO TREES IN CONSERVATION AREAS)  
AND HEDGEROW REMOVAL NOTICES  
DETERMINED UNDER DELEGATED POWERS**

Report of the Trees and Landscape Officer

Recommendation: **That the decisions be noted.**

**TPO APPLICATIONS****Teignbridge**

**Ref: 18/0063                      20 Old Manor Close, Ashburton                      SX 7462 7050**

Application to reduce the crown of a Turkey oak. Consent was granted subject to conditions:

1. Five working days' notice to be given to the Authority prior to the commencement of approved works.
2. All works are carried out in accordance with British Standard 3998:2010 Tree Work - Recommendations.

**West Devon**

**Ref: 18/0058                      Holy Trinity Church, Drewsteignton                      SX 7363 9086**

Application to fell a cherry tree and cut back foliage from adjacent buildings. Consent was granted subject to conditions:

1. Five working days' notice to be given to the Authority prior to the commencement of approved works.
2. All works are carried out in accordance with British Standard 3998:2010 Tree Work - Recommendations.
3. Replacement planting of one standard cherry tree within the crown spread of the original in the first planting season following felling.

**South Hams**

**Ref: 18/0064                      Brent Island, South Brent                      SX 6950 6031**

Application to coppice four alder trees to stabilise the river bank. Consent was granted subject to conditions:

1. Five working days' notice to be given to the Authority prior to the commencement of approved works.
2. All works are carried out in accordance with British Standard 3998:2010 Tree Work - Recommendations.

## SECTION 211 NOTICES

### Teignbridge

**Ref: 18/0060**                      **St Andrew's Church, Ashburton**                      **SX 7551 6977**

Notification to reduce the crowns of two linear groups of yew trees. The works will improve access into the church and improve the appearance of the yew avenue.

A Tree Preservation Order has not been made.

**Ref: 18/0061**                      **Glebe Cottage, North Bovey**                      **SX 7403 8400**

Notification to fell three sycamore trees and crown reduce an ash. The sycamore trees are in poor condition and the works to the ash are minor. The works will have minimal impact on the character of the Conservation Area.

A Tree Preservation Order has not been made.

**Ref: 18/0062**                      **26 North Street, Ashburton**                      **SX 7385 6628**

Notification to reduce the crown of a maple. The tree dominates the small garden and the works will enable the tree to be retained in the long term.

A Tree Preservation Order has not been made.

**Ref: 18/0065**                      **Forder House, Moretonhampstead**                      **SX 7521 8618**

Notification to pollard a willow tree. The works will prevent the tree damaging an adjacent building.

A Tree Preservation Order has not been made.

### West Devon

**Ref: 18/0059**                      **5 Steddaford Court, Sticklepath**                      **SX 6428 9410**

Notification to fell a Turkey oak tree. The tree lies outside of Sticklepath Conservation Area.

**Ref: 18/0067**                      **Taw Meadow, Sticklepath**                      **SX 6435 9404**

Notification to fell a birch tree. The felling will have minimal impact on the character of the Conservation Area.

A Tree Preservation Order has not been made.

### South Hams

**Ref: 18/0066**                      **May Cottage , Lydford**                      **SX 5112 8489**

Notification to fell a semi-mature cypress. The tree has poor form and the felling will have minimal impact on the character of the Conservation Area.

A Tree Preservation Order has not been made.

BRIAN BEASLEY