

DARTMOOR NATIONAL PARK AUTHORITY

4 March 2016

TREASURY MANAGEMENT AND INVESTMENT STRATEGY 2016/17Report of the Head of Business Support

Recommendation : That the Authority approves and adopts the 2016/17 Treasury Management & Investment Strategy at Appendix 1

1 Introduction

- 1.1 In March 2013 the Authority, in accordance with the revised Chartered Institute of Public Finance & Accountancy (CIPFA) Code of Practice for Treasury Management in Public Services, adopted a Treasury Management Policy Statement together with a statement of its Treasury Management Practices (TMPs) (NPA/13/10).
- 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 document at Appendix 1 sets out:
 - The current treasury position
 - Debt and investments
 - Prospects for interest rates
 - The borrowing strategy
 - Prudential indicators
 - The Investment Strategy
- 2.2 The 2016/17 Investment Strategy includes the following policies which were agreed by the Authority in December 2015 (NPA/15/036) as amendments to the 2015/16 Treasury Management Strategy:
 - The ability to continue to use a counterparty with a short term rating one notch below the stated criteria, subject to the counterparty meeting the long term rating criteria and subject to the advice of Devon County Council's external advisors (Capita) who take into account a range of other metrics in arriving at their advice
 - The ability to use a counterparty where it is only rated by two of the major ratings agencies, based on the lowest rating published by either of the two agencies
- 2.3 These changes were made partly in response to the changing nature of risks, with banks no longer being seen as ultra-safe, and the new regulatory environment

around the concept of 'bail-in' meaning that rating agencies are now placing less reliance on Governments to bail out failing banks. As a result, the balance of risk between bank deposits and other forms of investment, such as property funds or bond funds, could be judged to be less significant than it has been in the past.

- 2.4 During the financial crisis of 2007/08 the Government stepped in to bail out the Royal Bank of Scotland and Lloyds Bank. The perception has been that the major banks would not be allowed to fail, and the likelihood of the Government stepping in to provide support was reflected in the credit ratings of the major UK banks. However, the new regulatory environment is putting 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. New regulation also requires banks to hold a larger capital balance to ensure the security of deposits and to meet any significant cash flow event.
- 2.5 The overriding objective continues to be to invest prudently, with priority being given to security and liquidity before yield. Interest rates remain extremely low and the Authority does not have large surplus cash balances to invest.

3 Conclusion

- 3.1 The Authority's arrangements for treasury management continue to be maintained at a high standard.
- 3.2 The Head of Business Support continues to consult with the S151 Officer and Devon County Council's Investment Manager 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

TREASURY MANAGEMENT AND INVESTMENT STRATEGY 2016/17

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 Authority has adopted the CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Services. This is one of the Prudential Indicators required by the Code. The current Code of Practice was published by CIPFA in November 2011 and requires the Authority to approve a Treasury Management Policy Statement together with a statement of its 'Treasury Management Practices' (TMPs). A revised Policy Statement and TMPs were agreed by the Authority in March 2013 and these remain appropriate and unchanged. The Investment strategy was amended by the Authority in December 2015 and these changes are incorporated below.

This Treasury Management Strategy document sets out:

- Capital expenditure funding
- The current treasury position, debt and investments;
- Prospects for interest rates;
- The borrowing strategy;
- Prudential indicators on fixed / variable borrowing and maturing debt;
- Limits to debt; and
- The investment strategy

Analysis of Long Term Debt

The Authority has no long term debt.

Schedule of Investments

The following table shows the Authority's fixed rate investments as at the start of the 2015/16 financial year and the current position as at 16 February 2016.

Table 1:

	Maturing in	Actual 01/04/15 £	Interest Rate %		Maturing in	Current 16/02/16 £	Interest Rate %
Deposits	9 months 1 month	2,000,000 1,000,000	0.78 0.33		3 months	2,900,000	0.48

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

Table 2:

2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Forecast
£13,841	£10,809	£21,920	£15,000	£17,998	£19,200

The Authority's cash balance available for investment varies during the year, with the balance building up on a quarterly basis during financial year, when we receive National Park Grant and then tapers down towards the end of the financial year. It is anticipated that the cash balances at 31st March will have remained fairly constant at circa £2.5 million.

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 continue to be low rate and the returns on the Authority's cash investments are forecast to remain at the current low levels for the foreseeable future; however, the Treasury Management Strategy will continue to ensure 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.

UK interest rates have been held at their record historic low level of 0.5% since March 2009. In addition, Quantitative Easing measures to provide liquidity to markets remain in place and similar measures have been taken in the Eurozone by the European Central Bank. The introduction of new regulations requiring banks to hold a higher cash buffer has also had the effect of reducing the rates on offer.

A rise in the Bank of England Base Rate is thought likely during 2016, as a result of the generally improving economy, and the potential for stronger wage growth and higher inflation. However, the forecast date for an increase has continued to be pushed back and most Commentators are now not expecting a rise in the interest rate until the middle of 2016 or later. Capita, who provide a treasury advisory service to Devon County Council, has also amended its forecast and has pushed back its forecast for the first rise to June 2016.

The following table sets out forecast interest rates over the next year (based on evidence and forecasts made in January). These surveys of industry practitioners reflect the view that rates will increase from the second half of 2016, but only in small increments. Recent information received from one of the Credit Reference Agencies is now suggesting no change until 2017.

Table 3:

Base Rate Forecasts	Dec 2015	Mar 2016	June 2016	Sep 2016	Dec 2016	Mar 2017
Capita	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%
Capital Economics	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%
Legal & General Investment Management	0.50%	0.50%	-	-	1.00%	-
Bloomberg L.P. – survey of market Participants (median value)	0.50%	0.50%	-	-	1.00%	-

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 2016/17 – 2018/19

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

Treasury Management Prudential Indicators

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

INVESTMENT STRATEGY 2016/17 – 2018/19

The Authority continues to adopt a very prudent approach to its cash investments to the counterparties to whom the Authority is willing to lend; adhering to strict criteria for inclusion on the counterparty list and the prudent management of deposits. 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 is putting 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.

A variety of investment instruments are available to the Local Authority market. In addition to the notice accounts and fixed term deposits available from UK and overseas banks, it is also possible for the Authority to invest, for example, in UK Government Gilts, bond funds and property funds. However, these alternative instruments would either require the Authority to tie up its cash for significantly longer periods, thus reducing liquidity, or would carry a risk of loss of capital if markets go down. The Authority also has a fairly limited cash balance, which precludes it from accessing many investment instruments and must also consider the cost associated with making alternative arrangements. The Authority's policy therefore is not to invest in these more risky and less liquid forms of investment.

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 the S151 Officer, 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.

Where a counterparty with a short term rating is one notch below the stated criteria, but the counterparty still meets the long term rating criteria, that counterparty may still be used; subject to the advice of the County Council's external advisors (Capita) who take into account a range of other metrics in arriving at their advice.

This rating also determines the maximum amount which can be loaned to an individual counterparty. Additionally, any bank in which the UK Government has in excess of a 30% shareholding will be considered to be a safer investment. 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 the Authority's S151 Officer.

Money Market Funds must have an 'AAA' rating, but are not currently being used.

Other public sector bodies are principally arms of Government, or other local authorities, and although not rated are deemed suitable counterparties because of their inherent low risk.

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.

Counterparty Approved List Summary

Table 4:

Counterparty Type		Fitch	Moody's	Standard & Poors
UK Banks with >30% UK Government ownership				
	Not below	A- & F1	A3 & P-1	A- & A-1
Other 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
Money Market Funds		AAA	Aaa	AAA

The Authority seeks to operate its accounts in credit and any short-term surplus funds are deposited with Barclays Bank Plc, and/or placed on short-term deposit with Barclays or with other major UK Clearing Banks who meet the credit rating criteria.

Credit ratings are subject to change, and a review of implied Government support for banks within its jurisdiction may lead to downgrades across the banking sector. Should such an event occur and have a significant impact on the Authority's ability to implement its investment strategy then a report will be brought before Members to consider any changes required to achieve the objective of our investment strategy going forward.

Liquidity of 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.

Where cash is expected to be available long-term (at least a year) we maximise the length of time for the deposit in order to obtain the best interest rate possible. All known short-term commitments are covered before lending for over 1 month and as the Authority currently only uses a callable deposit account, investments can be realised at any time.

For 2016/17 financial year it has been assumed that the average interest rate earned on short-term lending will be 0.40% p.a. This is thought to be a cautious assumption and should be achievable. Interest rates are forecast to increase, but the speed of increase and the impact on the rates offered by the banks are less clear. Medium Term Financial Plan forecasts will be based on average rates for lending to banks and building societies of 0.75% for 2017/18 and 1.00% for 2018/19. However these will be reviewed in the light of changes to the Bank of England's base rate and the extent to which any increases filter through to the rates on offer from counterparties.

Performance Targets

The primary targets of the Treasury Management Strategy are to maximise interest receipts over the long term, whilst achieving annual budgets, without taking any undue risk. Where there are comparative statistics available for individual aspects of the Strategy (e.g. the CIPFA Treasury Management Statistics) these will be used to monitor performance.

DARTMOOR NATIONAL PARK AUTHORITY

4 March 2016

**2016/17 NET REVENUE BUDGET, MEDIUM TERM FINANCIAL PLAN
AND CAPITAL BUDGET**Report of the Head of Business SupportRecommendations : **That Members:**

- (i) approve the Net Revenue Budget of £3,671,177 for the 2016/17 financial year as shown in Appendix 1;**
- (ii) note the need to commence work on producing a detailed Medium Term Financial Plan for the following 3 years, now that Defra has confirmed National Park Grant for the financial years 2017/18 to 2019/20; and**
- (iii) Increase the General Reserve (unallocated/contingency) to £450,000 and create a new “Invest to Save and / or Generate” Earmarked Reserve, from within current reserve balances held, as set out at in section 6 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

- 2.1 Over the life-time of the last Parliament (financial years 2010/11 to 2015/16) the Authority’s income reduced by over 40 per cent in real terms and our staffing levels reduced by over 25%. National Park Grant (NPG) (our core funding from the Department of the Environment, Food and Rural Affairs [Defra]) reduced by £1,404,984 in cash terms and we also saw reductions in secondary income, for example, the sum of money available under the Service Level Agreement with Devon County Council for the management of Public Rights of Way has reduced by over 33% since 2010/11.

3 2016/17 National Park Grant

- 3.1 In November 2015 the Chancellor of the Exchequer announced the outcome of the CSR 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 and that the Government had provided additional funding for the boundary extensions to the Yorkshire Dales and Lake District National

Parks. This announcement means that Dartmoor National Park Authority now has a confirmed NPG settlement for the financial years 2016/17 to 2019/20 as set out in the table below.

DNPA National Park Grant 2015/16 to 2018/19

Financial Year	Grant Amount	Increase (£)	Increase (%)
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%

3.2 After five years of deep cuts, we are able to look forward to a period of relative financial stability in terms of NPG. This provides an opportunity to plan ahead and re-focus our efforts on sustaining the National Park for the benefit of current and future generations. It is the first time in eight years that we have been given a “confirmed” four year settlement. Whilst it provides an opportunity to prepare a detailed Medium Term Financial Plan it does not mean that our efforts to diversify our income base will reduce; this will remain a priority for the Authority as set out in the 2016/17 Business Plan. (refer to NPA/16/xxx).

4 2016/17 Net Revenue Budget

4.1 The Net Revenue Budget for 2016/17 is attached at Appendix 1 for Member approval. A draft budget was presented to the Audit and Governance Committee on 5 February for consideration and review (NPA/AG/16/002).

4.2 The priorities agreed by the Authority in October 2015 (NPA/15/033), together with the themes and actions in the National Park Management Plan – Your Dartmoor - pertinent to the Authority, have guided the budget process. It was initially constructed based on a standstill NPG, but has since been updated to reflect the confirmed NPG settlement. Budget bids submitted by officers have been scrutinised by the Leadership Team, taking into consideration the approved priorities, available funding and the capacity available to take work programmes forward. The output from that process translates into the Net Revenue Budget for 2016/17. Although the Authority does not budget incrementally, choosing instead to zero-base its budget each year, Appendix 2 provides an overview of the % change from 2015/16.

4.3 Members’ attention is specifically drawn to the following:

- (i) We have been successful in securing external funding for the Hill Farm Project from The Prince’s Countryside Fund but this will end during the next financial year so a priority is to secure new funding for this project.
- (ii) The Communities Fund Grant scheme has been established, initially in partnership with South Hams District Council and West Devon Borough Council but now also including Teignbridge District Council. Funding, which is via the New Homes Bonus money these authorities receive attributable to development in the National Park, is secured for 2016/17 from Teignbridge District Council, but we await formal confirmation of the South Hams District Council and West Devon Borough Council contributions.
- (iii) The Moor than meets the eye Landscape Partnership Scheme is in its second 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. Members receive separate progress and monitoring reports via the Audit and Governance Committee.

- (iv) We have once again included a specific allocation in the Authority's reserves for future work on the Dartmoor Local Plan review. This money will be drawn down as we progress this work programme.
- (v) At the end of March 2014 we secured additional funding from Defra to help fund work to restore public rights of way damaged by the extreme weather experienced in the winter of 2013/14. This money is committed and many projects have been progressed but not all of the money has been spent.
- (vi) We have, in partnership with Natural England, appointed a twelve month internship to evaluate Dartmoor Farming Futures and explore ways in which this approach could be extended to other parts of Dartmoor and beyond.

4.4 In recent years the Authority has operated a Project Fund as part of its Revenue Budget. This Fund has enabled us to buy-in support for staff during the financial year to meet unforeseen work demands; to fund new projects; and to invest in new equipment if a business case is proven, for example. It is proposed to continue with this approach, as it has worked well and gives us the flexibility to respond to new opportunities, buy in extra capacity and plan for the future. For 2016/17 the Project Fund has been set at £216,526. This includes the 1.72% uplift in NPG that will be received in April, which will be allocated to projects in the early part of the new financial year.

5 Medium Term Financial Plan

5.1 This paper sets out a balanced budget for 2016/17, initially based on a standstill settlement, but has since been updated to reflect the recently announced NPG settlement. The letter from Defra also sets out the level of NPG to be received for the years 2017/18 to 2019/20. This means that the Authority can now start work on building a detailed Medium Term Financial Plan (MTFP). Notification of the 4 year settlement did not allow enough time to develop detailed, longer-term financial plans. The 4 year settlement does not mean that there will be no change going forward, but that, any changes we do make, can be driven by our own vision and priorities, rather than the need to only save money or cut spending. This work will commence immediately and will be presented to the Authority for approval in the early part of the 2016/17 financial year.

5.2 In building a new 3 year MTFP we must consider and provide for ongoing issues and uncertainties such as:

- Opportunities to invest in order to diversify our income base and develop new sources of funding for National Park Purposes
- Uncertainty over national pay settlements for the public sector; currently there is a weighted increase on offer from the Employers' side, from around 6.6% on scale point 6, with sliding scale increases until scale point 17 of 1.3% and a 1% increase at scale point 18 and above
- Maintaining the pension contributions determined by the actuary to reflect the triennial valuation due this year
- State Pension and National Insurance changes (for example, changes to the latter have already increased our costs by over £50,000 in 2016/17).

- 5.3 Much of the work carried out by the Authority is undertaken directly by its staff, with a smaller percentage of expenditure being on project costs. In 2016/17 staff costs as a percentage of NPG is 78% (76% in the last 2 years and 68% in 2013/14). If we assume only small inflationary pay awards (1%) going forward this % would increase staff costs further each year. This is understandable in the context of no significant staffing changes since 2012/13; a reducing budget in the last 5 years; 1% pay rise in 2013/14 and a 2.2% pay rise in 2015; staff increments and re-grading; and the changes in National Insurance contribution rates in relation to a revised State Pension provision (from 2016).
- 5.4 As noted above, we are committed to the need to re-focus our efforts on income generation. We have already been successful in securing considerable sums of external grant funding, but such bids require staff time to develop and match funding. Unlike some National Park Authorities we do not have many assets that have the potential to generate income. However, we have developed a Sponsorship Policy and were successful in securing considerable sponsorship for the UK National Parks Conference hosted by Dartmoor in October 2015.
- 5.5 The last triennial valuation of the Local Government Pension Fund took place in 2013/14 and our Employer Contribution rate was set at 18% of pensionable pay by the Actuary. For the last 7 years we have been making payments to the pension fund in excess of our target rate (19.7% instead of 18%) in order to provide further resilience and future-proof our deficit recovery strategy. This also means that we do not have to make annual cash contributions to the pension fund, although we do make a provision for the future risk of a falling payroll and the impact of adverse fund valuations in our reserves. The next valuation is due this year, and the resulting contributions and/or cash contributions will need to be included in the MTFP.

6 Reserves

- 6.1 During 2010/11 the Audit & Governance Committee, at the request of the Authority, undertook work on 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.
- 6.2 Attached at Appendix 3 is the Risk Based analysis to guide the level of reserves anticipated to be held at 1 April 2016 and Appendix 4 shows the likely Earmarked and General (unallocated) Reserve Balances for 2015/16 – 2016/17. Members will note that from the opening balance in 2015/16 to the closing balance in 2016/17, if all projected requirements are fully utilised, the reserve balance will reduce by £847,164.
- 6.3 The uncertainty and level of NPG reductions over the last eight years, was unprecedented; which resulted in the Authority having to make provision within an earmarked reserve 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 were needed
 - Ensure that the Authority could always set a balanced annual budget

The balance in this reserve as at the 1 April 2015 was £571,588.

- 6.4 Much of this uncertainty has now been removed and the Authority is perhaps more in control of its own destiny, in the medium term, than it has been for many years. The reserve balances have been adjusted to reflect decisions made by Members in year and in accordance with our risk based methodology (appendix 3).
- 6.5 It is proposed, that in order to reflect discussions by Members of the Audit & Governance Committee during the year, that £150,000 is transferred to the General (unallocated / contingency) Reserve, resulting in a reserve balance that is equivalent to three months' worth of salary payments. This reserve was last increased from £270,000 to £300,000 in 2011. This reserve represents the minimum amount of reserve balances that the Authority considers it should retain.
- 6.6 After making the adjustments and transfers set out above, it would leave a balance of £378,233 to reallocate from the existing provision for reductions in NPG. It is proposed that a new earmarked reserve is created called "Invest to Save and / or Generate." This would enable us:
- To support and reflect our commitment in the Business Plan to diversify our income base;
 - Reflect the collective National Park Authorities commitment to the creation of National Parks Partnerships LLP to generate sponsorship opportunities; and
 - Help us when building the new MTFP to allocate appropriate financial resources to invest to save projects, details of which would be made clear when the new MTFP is brought forward for approval.

An overall summary is provided in Table 1 below and a detailed record of the movements in reserves is set out at Appendix 4:

Table 1:

Earmarked Reserves	£
Opening Balance at 1 April 2015	(2,695,057)
Spent in year	654,354
New contributions to reserves / carry forwards	(85,702)
Forecast outturn (at month 9)	(78,888)
Transfer to General (unallocated) Reserve	150,000
Closing Balance (forecast) 31 March 2016	(2,055,293)
General (unallocated) Reserve at 31 March 2016	(450,000)

- 6.7 The Chief Finance Officer (CFO) is satisfied that there are sufficient reserves in place to deliver the budget for 2016/17 and that the decisions taken on the level of balances held and the reasons for holding them, represent proper stewardship of public funds.

7 Capital Programme & Prudential Code

- 7.1 The Government introduced the Prudential Code in 2004 and was revised in 2009 and 2011. It 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.

- 7.2 The Code sets out a number of indicators to be used to demonstrate compliance with the Code's objectives. However, they are not designed to be comparative performance indicators, and should be considered in parallel with the treasury management indicators. The Authority does not have a capital programme in 2016/17 and has no plans to take up any external borrowing. Therefore, the Prudential Indicators do not currently apply (see Appendix 5).
- 7.3 If sources of additional capital income become available during the year, for example via additional grants or external contributions, the Authority will be requested to approve a capital programme and any resulting prudential indicators.

8 Equality & Sustainability Impact

- 8.1 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.

9 Conclusions

- 9.1 Members will note from this report that the Authority has positioned itself well in respect of setting a balanced budget for 2016/17 and beyond. The work undertaken in prior years to reduce the budget requirement, robustly manage work programmes and associated spending and generate other income streams, means that the Authority is very well positioned to meet the challenges ahead. With a renewed financial commitment from Defra and a personal endorsement from the Secretary of State and our own Minister, we can look to the future with renewed confidence.
- 9.2 A three year Medium Term Financial Plan will be presented to the Authority for consideration and approval during the 2016/17 financial year.

DONNA HEALY

Attachments: Appendix 1 – 2016/17 Revenue Budget
Appendix 2 – % change from 2015/16 to 2016/17
Appendix 3 – Reserves risk based analysis
Appendix 4 – Reserve balances
Appendix 5 – Summary of Prudential Indicators

BUDGET 2016/2017	Salaries	Travel	Transport	Premises	Supplies & Services	2016/17 GROSS EXPENDITURE	Grants	Treasury	Fees & Charges	Sales	Rents	2016/17 INCOME	2016/17 NET EXPENDITURE
	£	£	£	£	£	£	£	£	£	£	£	£	£
BIO-DIVERSITY	90,585	1,300			21,503	113,388						0	113,388
LAND MANAGEMENT	8,260				21,859	30,119						0	30,119
WOODLANDS	38,735	2,000			2,000	42,735						0	42,735
DIRECTORATE CENTRAL COSTS		1,100			2,000	3,100						0	3,100
HILL FARM PROJECT	44,137	1,000			25,472	70,609	(34,822)					(34,822)	35,787
NATURAL ENVIRONMENT	181,717	5,400	0	0	72,834	259,951	(34,822)	0	0	0	0	(34,822)	225,129
ARCHAEOLOGY	92,012	2,600	150		10,673	105,435	(36,129)					(36,129)	69,306
BUILT ENVIRONMENT	39,335	500				39,835						0	39,835
UPPACOTT				13,011		13,011					(5,138)	(5,138)	7,873
CULTURAL HERITAGE	131,347	3,100	150	13,011	10,673	158,281	(36,129)	0	0	0	(5,138)	(41,267)	117,014
VISITOR FACILITIES	42,750		3,880	12,176	86,066	144,872			(59,607)			(59,607)	85,265
ACCESS & RECREATION	78,710	200	250		22,007	101,167						0	101,167
PROW	87,238				43,000	130,238	(43,000)					(43,000)	87,238
SUSTAINABLE TOURISM & TRANSPORT	18,175	50			8,270	26,495			(1,250)			(1,250)	25,245
RECREATION MANAGEMENT	226,873	250	4,130	12,176	159,343	402,772	(43,000)	0	(60,857)	0	0	(103,857)	298,915
VISITOR CENTRES	193,434	1,800		10,966	116,498	322,698			(3,700)	(150,000)		(153,700)	168,998
COMMUNICATIONS	157,331	450			45,264	203,045			(29,000)			(29,000)	174,045
NATURALLY HEALTHY DARTMOOR	20,152					20,152	(20,152)					(20,152)	0
EDUCATION	112,607	2,850	2,380		9,442	127,279			(4,200)			(4,200)	123,079
PROMOTING UNDERSTANDING	483,524	5,100	2,380	10,966	171,204	673,174	(20,152)	0	(36,900)	(150,000)	0	(207,052)	466,122
RANGERS	353,570	400	40,920	2,800	31,785	429,475						0	429,475
CONSERVATION WORKS SERVICE	174,462	50	17,477	12,649	8,897	213,535						0	213,535
RANGERS, ESTATES & VOLUNTEERS	528,032	450	58,397	15,449	40,682	643,010	0	0	0	0	0	0	643,010
DEVELOPMENT MANAGEMENT	469,601	5,400			51,131	526,132			(189,500)			(189,500)	336,632
DEVELOPMENT MANAGEMENT	469,601	5,400	0	0	51,131	526,132	0	0	(189,500)	0	0	(189,500)	336,632
FORWARD PLANNING & COMMUNITY	151,095	1,000			93,900	245,995	(25,000)		0			(25,000)	220,995
FORWARD PLANNING	151,095	1,000	0	0	93,900	245,995	(25,000)	0	0	0	0	(25,000)	220,995
CORPORATE CENTRE	201,369	3,500	1,400		60,523	266,792		(10,000)				(10,000)	256,792
MEMBERS					56,226	56,226						0	56,226
CORPORATE & DEMOCRATIC CORE	201,369	3,500	1,400	0	116,749	323,018	0	(10,000)	0	0	0	(10,000)	313,018
INFORMATION TECHNOLOGY	132,200	1,700	200		32,120	166,220						0	166,220
CORPORATE OPERATING COSTS			7,200		110,062	117,262			(125)			(125)	117,137
FINANCE AND ADMINISTRATION	167,382	100			11,533	179,015						0	179,015
LEGAL SERVICES	87,467	300			6,650	94,417			(4,500)			(4,500)	89,917
HUMAN RESOURCES	92,130	220			35,975	128,325						0	128,325
OFFICE ACCOMMODATION (PARKE)	23,550			91,254		114,804			(5,519)			(5,519)	109,285
OFFICE ACCOMMODATION (PRINCETOWN)				60,761		60,761			(15,722)		(1,122)	(16,844)	43,917
SUPPORT SERVICES	502,729	2,320	7,400	152,015	196,340	860,804	0	0	(25,866)	0	(1,122)	(26,988)	833,816
PROJECT FUND					216,526	216,526						0	216,526
OTHER	0	0	0	0	216,526	216,526	0	0	0	0	0	0	216,526
TOTAL	2,876,287	26,520	73,857	203,617	1,129,382	4,309,663	(159,103)	(10,000)	(313,123)	(150,000)	(6,260)	(638,486)	3,671,177

Summary:	
Gross Expenditure	4,309,663
Income	(638,486)
Net Budget	3,671,177
Reserves (HFP, GD Leaf & Intern)	(36,125)
National Park Grant	(3,635,052)
Deficit / (Surplus)	0

% Change between the 2015/16 and 2016/17 Revenue Budget

HIGH LEVEL SUMMARY	2015/16 NET BUDGET £	2016/17 NET BUDGET £	% Change	Explanation
SALARIES	2,811,528	2,876,287	2.3%	Pay Award 1% PLUS annual progression increments. Also change in NI reflecting state pension changes. Offset by some new staff / personnel changes that has resulted in lower salaries
TRAVEL	25,800	26,520	2.8%	Increased public transport costs & mileage claims
TRANSPORT	74,357	73,857	-0.7%	
PREMISES	204,733	203,617	-0.5%	
SUPPLIES AND SERVICES	1,157,643	1,129,382	-2.4%	See below
INCOME	(685,475)	(638,486)	-6.9%	Reduction in external grant funding, prudent budget set for planning fees, increased forecast for retail sales income
NET BUDGET	3,588,586	3,671,177	2%	

SUPPLIES & SERVICES	2015/16 Supplies & Services £	2016/17 Supplies & Services £	Explanation
BIO-DIVERSITY	15,981	21,503	Magnificent Mires Project in 2016
LAND MANAGEMENT	14,607	21,859	Our Common Cause: Our Upland Commons
WOODLANDS	2,000	2,000	
CENTRAL COSTS	7,000	2,000	Uniform budget allocated to services
HILL FARM PROJECT	11,950	25,472	Project funding via Princes Countryside Fund, means a slight change in emphasis/ timing of activity over 2 years
NATURAL ENVIRONMENT	51,538	72,834	
ARCHAEOLOGY	10,887	10,673	
CULTURAL HERITAGE	10,887	10,673	
VISITOR FACILITIES	71,887	86,066	Key campaigns & Tour of Britain
ACCESS & RECREATION	22,507	22,007	
PROW	43,000	43,000	
SUSTAINABLE TOURISM & TRANSPORT	13,500	8,270	One-off cost: Visit Devon membership in 2015/16
RECREATION MANAGEMENT	150,894	159,343	
VISITOR CENTRES	106,086	116,498	Increased retail stock purchases reflecting retail strategy and to increase sales revenue
COMMUNICATIONS	44,358	45,264	
EDUCATION	14,645	9,442	First Aid training for guides biennial
PROMOTING UNDERSTANDING	165,089	171,204	
RANGERS	37,724	31,785	One-off Voluntary Warden costs (equipment) in 2015/16
CONSERVATION WORKS SERVICE	9,250	8,897	
RANGERS, ESTATES & VOLUNTEERS	46,974	40,682	
DEVELOPMENT MANAGEMENT	76,989	51,131	One-off planning appraisal costs in 2015/16
DEVELOPMENT MANAGEMENT	76,989	51,131	
FORWARD PLANNING & COMMUNITY	92,211	93,900	
FORWARD PLANNING	92,211	93,900	
CORPORATE CENTRE	119,842	60,523	One-off costs in 2015: National Parks Conference
MEMBERS	58,088	56,226	
CORPORATE & DEMOCRATIC CORE	177,930	116,749	
INFORMATION TECHNOLOGY	37,188	32,120	Reduction in GIS costs and one-off projects completed in 2015
CORPORATE OPERATING COSTS	109,876	110,062	
FINANCE & ADMIN	13,742	11,533	Reduction in training budget - course completed
LEGAL SERVICES	21,360	6,650	Legal support SLA with Devon County Council included under salaries this year
HUMAN RESOURCES	45,290	35,975	Corporate training budget consistently under-spent, therefore reduced this year
CORPORATE SERVICES	227,456	196,340	
PROJECT FUND	157,675	216,526	Unallocated budget to be bid for in-year, plus 2016/17 increase in NPG £61,466
OTHER	157,675	216,526	
TOTAL	1,157,643	1,129,382	

2016/17 RESERVES: RISK BASED ANALYSIS <i>Dependent on 2015/16 closing balances</i>	Risk Level	Rate	2016/17 Opening Balance £'000
Grants & Contributions with Restrictions carried forward: Grants & Contributions with Restrictions	N/A	Actual	81
Employees: Allowance for increased pay awards Maternity / Paternity Cover Equal Pay Claims / Employment Tribunals Pension Fund - Past Deficit Recovery	Low High Low Low	1% extra PA Based on 4 staff Est. Est.	25 42 50 145
Costs & Awards: Appeals / Public Enquiries / Litigation	High	Est.	250
Loss of Income: Planning related fees Reduced Sales, Fees & Charges Partnership Income / Grants	Medium Medium High	10% 10% 10%	19 23 16
General Inflation:	Medium	Average of 3%	22
Capital - Property: Repairs & maintenance (sinking fund)	Medium	Est.	150
Capital - Vehicles Provision for future replacement of Landrovers (sinking fund)	N/A	Est.	28
Known Commitments Chagford Cattle Grid Dartmoor Local Plan Review Postbridge VC Broadband All Moor Butterflies Peatland Study	N/A Medium N/A N/A N/A N/A	Actual Est. Actual Actual Actual Actual	3 122 8 18 15 10
Match Funding Reserve Superfast Broadband Princes Countyside Fund matchFunding Greater Dartmoor LEAF Naturally Healthy Dartmoor Our Common Cause National Parks Partnerships LLP Unallocated to match future opportunities Moor Than Meets The Eye - cash flow provision	N/A N/A N/A N/A N/A N/A N/A High	Actual Actual Actual Actual Actual Actual Actual C/F forecast	65 15 21 25 8 10 127 300
Revenue Invest to save and / or Generate Projects 2015/16 Outturn to be allocated	N/A	Actual Est	378 79
General Reserve - Minimum amount to cover unanticipated costs / emergencies			450
Total Reserve Balance			2,505

2015/16 to 2016/17 RESERVE BALANCES

Appendix 4 to NPA/16/009

Earmarked Reserves	2015/16 Opening Balance	2015/16 Movements within	2015/16 Movements From / (To)	2016/17 Opening Balance	2016/17 Movements Within / From / (To)	2016/17 Closing Balance	Notes
	£	£	£	£	£	£	
Grants & Contributions with Restrictions							
Defra: Flood & Winter Storm Damage - Grant b/fwd	(120,703)		120,703	0		0	Transferred to revenue budget
Defra: Flood & Winter Storm Damage - Grant c/fwd			(36,702)	(36,702)		(36,702)	Carry forward at year end
Your Dartmoor Grant Fund	(53,500)		53,500	0		0	Grants awarded not paid out at 31.03.15 (scheme now ended)
Prince's Countryside Fund: Hill Farm Project	(7,891)		7,891	0		0	Project runs from 2015-2017 allocate at year end
Natural England - Internship	(14,230)		2,230	(12,000)		(12,000)	Approval to employ and Intern 2015-2016
English Heritage: White Horse Hill	(15,536)		(4,500)	(20,036)		(20,036)	To fund the Exhibition at Postbridge VC
English Heritage: Historic Farmsteads	(5,230)		5,230	0		0	Project runs from 2014-2015
Natural England & Partners: Haytor Hoppa	(1,750)		1,750	0		0	For the 2015 summer service
DCC: Public Rights of Way	(10,984)		10,984	0		0	Service Level Agreement fund balance allocated to 2015/16
2013/14 New Homes Bonus	(6,750)		6,750	0		0	For 2015-2016 financial year
WDBC: Communities Fund Grant 2015/16	(15,000)		15,000	0		0	For 2015-2016 financial year
TDC: Communities Fund Grant 2015/16	(25,000)		25,000	0		0	For 2015-2016 financial year
WDBC: Communities Fund Grant 2014/15	(17,627)		17,627	0		0	Grants awarded not paid out as at 31.03.15
SHDC: Communities Fund Grant 2014/15	(15,755)		15,755	0		0	Grants awarded not paid out as at 31.03.16
DCC: Naturally Healthy Dartmoor Project	(12,294)		12,294	0		0	Project runs from 2014-2017 possible c/fwd
DCLG: Vanguard Right to Buy	(10,000)		0	(10,000)		(10,000)	Grant received at year end, will support the project in 2015-2017
SWW contribution towards upstream scientific monitoring			(2,000)	(2,000)	2,000	0	Received in 2015 for 2016 onwards
Action for Wildlife partnership balance		(21,385)	21,385	0		0	Balance transferred to MTMTE
Budget management Fund - Provisions (risk based)							
Employees	(351,000)	89,000		(262,000)		(262,000)	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	(102,000)	22,000		(80,000)		(80,000)	See risk assessment for breakdown
Historic: reductions in NPG	(571,588)	571,588		0		0	To support revenue budget and / or redundancy costs - not required
Invest to Save and / or Generate Projects		(378,233)		(378,233)		(378,233)	To be utilised / allocated in the new MTFP
2014/15 Year end Surplus	(210,184)	210,184		0		0	Allocated in year within movements column
2015/16 Forecast Outturn (estimate at month 9)			(78,888)	(78,888)	12,000	(66,888)	To be allocated during 2016/17 if materialises at year end
Capital Expenditure Fund							
Vehicles - Sinking Fund - Replacement	(24,596)	(12,000)	9,004	(27,592)	(12,000)	(39,592)	Pool Vehicle delivered 2015 & vehicle replacement fund
Property - Sinking Fund - Repairs & Maintenance	(150,000)			(150,000)		(150,000)	See risk assessment for breakdown
Known Commitments							
Broadband phase 1	(10,000)		10,000	0		0	Rural Community Broadband Project - tbc when payment due
Aerial Photography	(11,678)		11,678	0		0	Completed 2015
Princetown Visitor Centre	(33,846)	33,846	0	0		0	Internal improvements met from revenue in year
Postbridge Visitor Centre	(11,650)		3,388	(8,262)		(8,262)	Design costs to date. Project on hold
Ashburton Mater Planning	(4,809)		4,809	0		0	On-going contracts (BDP)
Chagford Cattle Grid	(3,000)		0	(3,000)	3,000	0	Timing not known
Dartmoor Local Plan	(122,500)		0	(122,500)		(122,500)	Between 2015 & 2019 (estimates only/timing unknown)
Gypsy and Traveller Accommodation Assessment	(1,996)		1,996	0		0	2015
Strategic Housing Market Needs Assessment (SHMNA)	(3,580)		3,580	0		0	2015
All Moor Butterflies			(17,500)	(17,500)	17,500	0	Approved by Authority Dec 2015 - NPA/15/037
Peatland Study			(15,000)	(15,000)	15,000	0	Allocated from project fund - spans more than 1 year
PR14			(10,000)	(10,000)	10,000	0	Allocated from project fund - spans more than 1 year
Match Funding Reserve							
HLF - Moor Than Meets the Eye match funding	(200,000)		200,000	0	200,000	200,000	Allocated but held by DNP until required to match cash flows
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)	65,000	0	Approved in-year - to be paid 2016/17
Cycling in National Parks (DFT) match funding	(30,000)		30,000	0		0	NPA/13/015 to be paid over in 2016
NPA/14/044 Princes Countryside Fund match funding	(30,000)		15,000	(15,000)	15,000	0	NPA/14/044 for years 2015-2017
Greater Dartmoor LEAF 2015-2020	(20,700)			(20,700)	6,900	(13,800)	NPA/14/038 for years 2018-2020
Naturally Healthy Dartmoor Project	(25,000)			(25,000)	15,000	(10,000)	NPA/14/031 for years 2016-2017
Princetown Visitor Centre	(146,680)	146,680		0		0	HLF match funding
Dartmoor's Wild Stories		(48,800)	48,800	0		0	May run into 2016/17
National Parks Partnerships LLP		(10,000)		(10,000)		(10,000)	
Unallocated fund balance	(48,000)	(79,880)		(127,880)		(127,880)	
Our Common Cause: Our Upland Commons		(8,000)		(8,000)	8,000	0	NPA/16/006 Match towards a HLF bid
	(2,695,057)	150,000	489,764	(2,055,293)	357,400	(1,697,893)	
General Reserve (unallocated emergency reserve)	(300,000)	(150,000)	0	(450,000)	0	(450,000)	Increased to reflect members' comments in year
Total General Fund Balance	(2,995,057)	0	489,764	(2,505,293)	357,400	(2,147,893)	

SUMMARY OF PRUDENTIAL INDICATORS

Capital Expenditure, Capital Financing Requirement, Limits for External Debt and Capital Financing Costs

	Prudential Indicator	2016/17	2017/18	2018/19
1	Forecast Annual Capital Expenditure	Nil	Nil	Nil
2	Capital Financing Requirement as at 31 March	Nil	Nil	Nil
3	Total Authorised Limit for External Debt	Nil	Nil	Nil
4	Total Operational Boundary for External Debt	Nil	Nil	Nil
5	Ratio of Financing Costs to Net Revenue Stream	Nil	Nil	Nil
6	Net borrowing will only be for a capital purpose. Net borrowing will not, except in the short term, exceed the total of the capital financing requirement in the preceding year, plus the estimate of any additional capital financing requirement for the current and next two financial years.			

Treasury Management

7	The Dartmoor National Park Authority has adopted the CIPFA Code of Practice for Treasury Management in the Public Services		
		Upper Limit %	Lower Limit %
8	Limits on borrowing at fixed interest rates	Nil	Nil
9	Limits on borrowing at variable interest rates	Nil	Nil
10	Percentage of Fixed Rate Debt maturing in:		
	Under 12 months	Nil	Nil
	12 months to within 24 months	Nil	Nil
	24 months to within 5 years	Nil	Nil
	5 years to within 10 years	Nil	Nil
	10 years and above	Nil	Nil

DARTMOOR NATIONAL PARK AUTHORITY

4 March 2016

2016/17 DRAFT BUSINESS PLANReport of the Chief Executive (National Park Officer)

Recommendations : That Members review the draft business plan for 2016/17 and delegate authority to the Chief Executive (National Park Officer), in consultation with the Chairman, to agree the final version.

1 Background

- 1.1 Members will be aware that the Authority has endeavoured to refine its Business Planning processes and documents in recent years in order to be clear about priorities and become more efficient and effective.
- 1.2 The Business Plan is a strategic document. The intention of the document is not to describe all that the Authority does, nor to describe every action we plan to undertake. The purpose of the Business Plan is 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 over a 12 month period;
 - Detail the funding available to deliver the Business Plan.
- 1.3 The Business Plan also provides a link between the National Park Management Plan ([Your Dartmoor](#)) and individual work programmes and staff appraisals. As approved by the Authority a separate annual review is produced to report on performance and highlight key projects undertaken in each financial year.
- 1.4 Due to funding uncertainties (ie National Park Grant only being confirmed for a year at a time and being subject to potential in-year cuts) we have produced an annual Business Plan rather than a three year plan. The announcement of a four year funding settlement (see NPA/16/009) provides an opportunity to review this decision.

2 Priorities for 2016/17

- 2.1 The Authority agreed the priorities for 2016/17 at the October 2015 Authority meeting (NPA/15/033). In no particular order they are:
 - Conservation of the natural and historic environment;
 - Work to support a sustainable farming economy;

- 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 Business Plan identifies key actions to help deliver these six priorities. The actions also reflect the desire of Members for our work programmes to have a clearer focus on:

- **Engagement** – how we work with local communities and communities of interest to deliver for Dartmoor.
- **Communication** – more effective at talking with people about what we do, why and how and listening and responding to their views and ideas.
- **Evidence** – able to base our actions on evidence: to demonstrate the impact and value of what we do.
- **Funding** – opportunities to generate external income.

2.4 Over the last twelve months we have developed a new approach to performance management 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 and should not be time consuming to produce. 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 are currently presented to Audit and Governance Committee (once per annum) so that Members of this Committee have a better understanding of all of the services that we provide. They 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 comprise a mixture of PIs: some are set nationally by Government (eg 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). We are in the process of reviewing these: some are being cut and we are looking at when we report them to Audit and Governance Committee.

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 2016/17 Revenue Budget. There is a clear emphasis within the plan on developing new funding streams and working up potential bids for external funding.

KEVIN BISHOP

**DARTMOOR NATIONAL PARK AUTHORITY
BUSINESS PLAN 2016-2017**

WORKING DRAFT

Welcome

The Authority is charged by Parliament to help conserve and sustain the National Park, promote its enjoyment and understanding and foster the well-being of local communities. This is a challenging and rewarding role. We want to hand on to future generations a Dartmoor that is a living, working landscape that can be enjoyed by all.

Following a period of deep and sustained cuts the Government has protected Dartmoor's National Park Grant for 2016/17 and the following three years. This is welcome news and enables us to plan ahead with greater financial certainty.

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 remains. 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*. *Your Dartmoor* 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.

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.

Peter Harper, Chairman
Kevin Bishop, Chief Executive

Vision for Dartmoor National Park

Dartmoor, an inspirational place where, in 2034:

- *The natural beauty, wildlife and cultural heritage are conserved, **sustained** and enhanced*
- *Local people and visitors **enjoy** and learn more about the National Park*
- *Local communities and businesses **prosper** and benefit from Dartmoor's human and natural resources*

The National Park is an exemplar in delivering a range of public benefits, and leading the way in developing new approaches and thinking¹

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"> • Engage, enjoy and help look after the National Park; • Support and demonstrate how to live differently (i.e. within environmental limits); • Encourage people to try new things, learn more.
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

¹ Dartmoor National Park Management Plan 2014 – 2019 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.*
-

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.

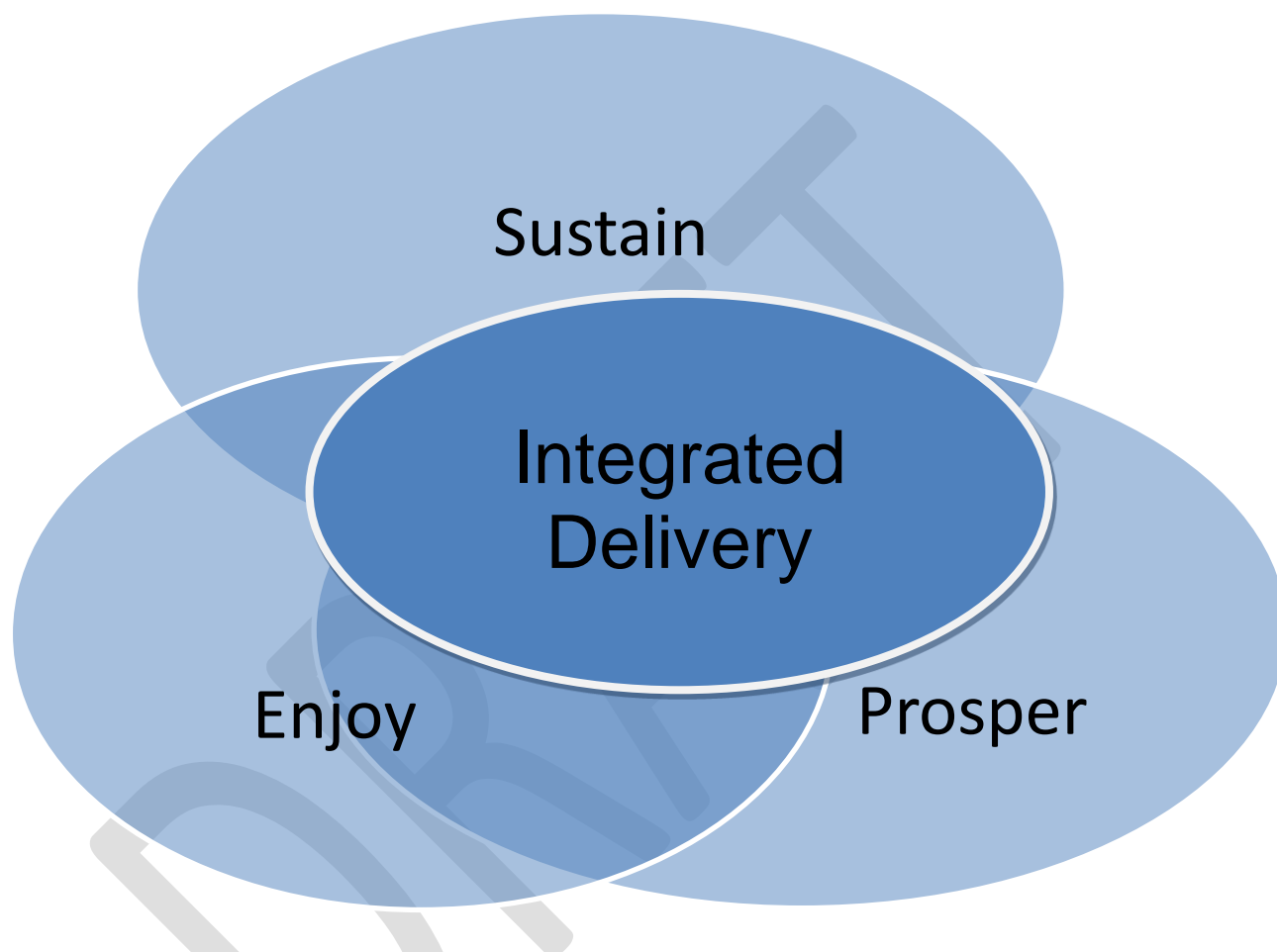
The Business Plan includes key actions that are co-funded through the Heritage Lottery Fund Landscape Partnership scheme – Moor than meets the eye and being managed by the Authority.

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; the views of Members and staff; and the residents of Dartmoor National Park (through for a such as the Management Plan Steering Group, National Park Forum, Dartmoor Farmers' Forum, Dartmoor Access Forum etc).

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 2016/17 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
Implementing practical conservation and enhancement works for biodiversity, cultural heritage and landscape.	Over 1000 Scheduled Monuments. Most important area of Bronze Age archaeology in Western Europe
Offering advice and supporting conservation on Dartmoor through practical projects and partnership working	The Two Moors Butterfly Project has halted and reversed the decline in a number of fritillary butterflies. The Cuckoo Project generated over 1,000 records from the public which will help future positive management.

Enjoy

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

Managing and maintaining footpaths and open access land	734km footpaths 46,663ha land
Operating 3 visitor centres and a number of carparks and public toilets	2.3 million visitors a year to the National Park worth £120 million to the local economy
Providing opportunities for people to learn more skills through volunteering	3,500 volunteer days
Supporting formal education and life-long learning	2,300 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	700 planning applications per year
Providing business support and training to over 350 hill farmers through our Hill Farm project	90% of Dartmoor is used for farming
Supporting community-led planning to provide affordable housing	Approval of 20 units of affordable housing per annum through a variety of tenures and types.

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 £4.1m each year to Dartmoor (in terms of funding for our core work and other partnership projects)	For every £1 we spend in grant aid £4 is generated 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

The Work of the Authority

Priorities:

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

		Key Action	Link to Priorities	Outcomes sought
SUSTAIN				
Sustain	1	Develop with partners an evidence-based vision for the future management of Dartmoor's peatland	P1	Peatland study completed to identify the state of Dartmoor's peatland and inform future action. Community engagement improved through Magnificent Mires partnership project (led by Devon Wildlife Trust) Agreed vision/priorities for Dartmoor's peatland Timeline and evidence base for funding bid agreed
	2	Engage communities with Dartmoor wildlife through projects such as: <ul style="list-style-type: none"> - Non-native invasive species control project - Bird project 	P1, P5	Greater community awareness, understanding and engagement in wildlife conservation
	3	Dartmoor Natural Capital Project – develop our use of the natural capital approach as a potential framework for State of the Park reporting; examine the potential for new markets for environmental services; and develop the role of the Authority as an environmental broker in such markets	P1	State of the Park Report published Guidance note on how we can use Natural Capital as a framework for our work Environmental brokering business case developed

		Key Action	Link to Priorities	Outcomes sought
	4	Develop and extend the Moorland Vision	P1, P2, P5	Agreed vision for the future management of up to three commons Improved public understanding of the role and management of commons External funding secured to help develop this work programme
	5	Develop a funded programme of works to repair and/or better manage erosion to key sites and access routes	P1, P3	Programme of active management to conserve key sites and access routes External funding secured to support this programme through, for example: <ul style="list-style-type: none"> • Agri-environment schemes • Donations and sponsorship • Potential external funding bid
	6	Sustain the role of the Hill Farm Project as a catalyst and vehicle for collaborative action with and between farmers	P2, P4	Secure funding for the Hill Farm Project enabling it to focus on practical projects that support the farming community to help deliver National Park purposes
	7	Sustainable land management – ensuring a landscape scale approach to land management and the delivery of agri-environment schemes	P1, P2, P4	Joint working with Natural England to ensure effective targeting of Countryside Stewardship on Dartmoor Complete the evaluation of Dartmoor Farming Futures, disseminate the findings and consider opportunities for extending the initiative
	8	Support implementation of the All the Moor Butterflies project	P1, P5	Landowners and manager involvement in sustaining and improving habitats for globally threatened butterfly species Opportunities for volunteer involvement in habitat management and surveying. Increased public awareness and understanding
	9	Act as the Lead body for Moor than Meets the Eye landscape partnership scheme and deliver the following projects where the Authority is the lead partner: <ul style="list-style-type: none"> • Higher Uppacott • Sittaford Stone Circle excavation 	P1 P1	Scheme delivered on time and budget with a lasting impact on Dartmoor's heritage Restoration of Listed Building and enhanced public enjoyment and understanding of the significance of this building Improved knowledge and understanding of the newly discovered Sittaford stone circle and its setting

		Key Action	Link to Priorities	Outcomes sought
		<ul style="list-style-type: none"> • Pounds and Driftways • Moor Medieval • Natural Connections • Haymeadows 	<p>P1, P2</p> <p>P1, P6</p> <p>P1, P2</p> <p>P1, P2</p>	<p>Improvements to the fabric of two pounds and driftways.</p> <p>Increased understanding of medieval heritage through volunteer input and community engagement</p> <p>Greater awareness of hay meadows and more integrated and positive management of this resource.</p> <p>Two integrated valley plans developed; research on willow tit and bog hoverfly started</p>
	10	Deliver new website	P3, P5, P6	Easy to use website that provides user friendly information to enable people to enjoy Dartmoor, learn about the National Park, engage with our services and gain a better understanding of the work of the Authority
ENJOY				
	11	Building on the Ranger Ralph and Junior Ranger programmes, scope and develop a programme of work to increase engagement with young people and develop associated external funding bid to provide the resources to implement the programme	P3, P5	Enhanced opportunities for young people to engage with the work of the Authority and enjoy and learn about the National Park Costed programme of work to engage with young people External funding secured for all or part of this programme
	12	Implement proposals to improve interpretation and access to Princetown Visitor Centre	P3, P5	Increased visitor numbers to the Visitor Centre and enhanced appreciation of the experience Increased engagement with visitors to help them understand and interpret the National Park with a particular focus on wildlife and the role of mires
	13	Deliver Moor than meets the eye projects where the Authority is the lead partner: <ul style="list-style-type: none"> • Heritage Trail (full launch) • Implement Bellever and Postbridge Trails 	<p>P4, P5</p> <p>P4, P5</p>	<p>Interactive, web-based resource to enable people to enjoy and better understand the National Park</p> <p>Improved recreation opportunities and an enhanced infrastructure to support local businesses</p>

		Key Action	Link to Priorities	Outcomes sought
		<ul style="list-style-type: none"> Enhancement of Postbridge Visitor Centre 	P4, P5	Improved visitor experience and an enhanced infrastructure to support local businesses
	14	Review visitor behaviour concerning key management issues such as dogs, litter, cycling and camping. Evaluate and develop key campaigns to influence and alter visitor behaviour; continue to monitor and manage recreation events; and encourage visitors to contribute to the Donate for Dartmoor programme	P1, P4, P5, P6	New guidance to large-scale recreation event organisers Change in visitor behaviour through targeted local campaigns on dogs, litter and shared road use Increased income via Donate for Dartmoor
	15	Deliver the Naturally Healthy Project; evaluate and consider how it might be rolled out	P3, P5	People with health problems are given opportunities and encouraged to participate in outdoor activities Robust evidence base evaluating the impact of the measures the project has adopted Business case developed to support investment in 'natural health'. Develop a legacy/succession model to ensure that benefits are sustained
	16	Increased landowner and community engagement in the management and maintenance of public rights of way (PROW)	P3, P5	Well-maintained and easy to use network of PROW Increase in volunteers engaged with practical work on PROW Landowners working closely with Authority staff to deliver their statutory responsibilities
PROSPER				
	17	Planned delivery of key development sites	P1, P5	Implementation of the agreed masterplan for Chagford Regeneration of the Chuley Road area of Ashburton and associated delivery of community benefits
	18	Develop and promote a comprehensive programme of volunteer opportunities across the Authority to support our various work programmes	P5	More volunteers doing a wider range of activity for the Authority and/or the National Park in support of the ambitions in Your Dartmoor Regular programme of volunteer opportunities for the Authority Valued and enjoyed volunteer opportunities More support for the work of the Authority
	19	Rural productivity and growth – programme of activity to support this agenda within the National	P2, P4, P5	External funding for a 'rural productivity network' to support businesses in the National Park

	Key Action	Link to Priorities	Outcomes sought
	Park		<p>Superfast broadband network accessible to over 95% of households within the National Park</p> <p>Proactive list of key economic development and infrastructure projects that can be used to influence Local Enterprise Partnership priorities and funding bids</p> <p>Committed funds from Greater Dartmoor LEAF to support projects that help the Dartmoor economy and National Park's special qualities</p>
20	Continue the review of the Local Plan	P1, P2, P4, P5	<p>Robust evidence base to support the new Local Plan policies, to include:</p> <p>Revised Landscape Character Assessment</p> <p>Topic paper on Dartmoor economy and how to support sustainable forms of economic growth and productivity</p> <p>Topic paper on housing to develop revised approach to affordable housing provision</p>
21	Scope and develop potential for wider use of apprenticeships and an internships programme across the Authority and seek funding to support this.	P6	<p>High quality opportunities for young people to develop their careers/gain practical experience</p> <p>Inject new ideas into the work of the Authority</p> <p>Enhanced capacity for project development and service delivery</p>
22	Manage the Dartmoor Communities Fund	P5	<p>Available funds for 2016/17 are fully committed/spent on community infrastructure projects</p> <p>Scheme is evaluated and, subject to findings, funding is secured to run the grant programme in 2017/18</p>
23	Implement a proactive programme to develop new funding streams to support the work of the Authority both locally through the Donate for Dartmoor programme and at a national level through support for National Parks Partnerships Ltd	P6	<p>Increased income through donations and sponsorship (at a local and national level)</p> <p>Clarity on how we might better use our assets to generate income/reduce costs and, where possible, income generated</p>
24	Complete a survey of Dartmoor residents	P6	Information on the attitudes, perceptions and priorities of Dartmoor residents
25	Deliver Moor than meets the eye projects where the Authority is the lead partner:		

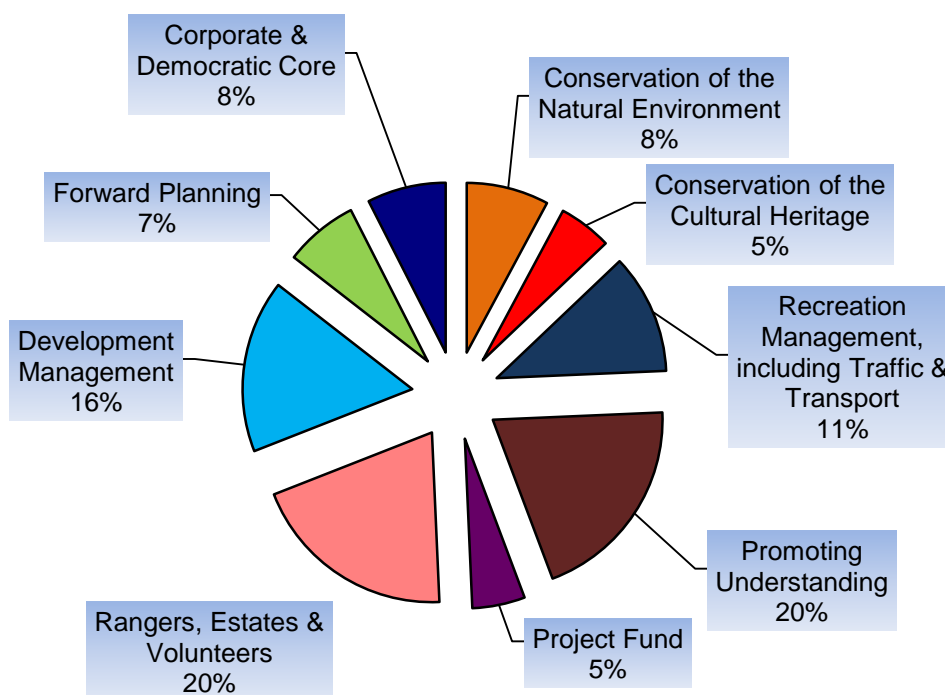
		Key Action	Link to Priorities	Outcomes sought
		<ul style="list-style-type: none"> • Parishscapes • Dartmoor Diploma 	P5	<p>Greater community awareness and understanding of Dartmoor's heritage leading to community engagement in the practical conservation of Dartmoor's heritage</p> <p>More people have the skills to better understand, look after and interpret Dartmoor's heritage</p>
	24	Develop a greater understanding of current research relating to the National Park through for example hosting a research workshop/conference	P1, P5, P6,	<p>Closer working relationship with organisations involved in research on Dartmoor</p> <p>Research informs management decisions</p> <p>Gaps in knowledge identified to inform future research opportunities</p>

Funding and expenditure

SOURCES OF FUNDING

	£
	2016/17
National Park Grant (NPG) direct from Defra	3,635,052
From Reserves	36,125
Income through sales, fees, charges & treasury management	479,383
Other Grants	159,103
Total Funds Available	4,309,663

Projected Expenditure 2016-2017



DARTMOOR NATIONAL PARK AUTHORITY

4 March 2016

**YOUR DARTMOOR – NATIONAL PARK MANAGEMENT PLAN 2014 – 2019
2015 PROGRESS REPORT**

Report of the Conservation and Outreach Officer and Chief Executive (National Park Officer)

Recommendations : **That Members note progress with delivering the National Park Management Plan 2014 – 2019 and offer any comments on the issues raised by the Steering Group and the trends highlighted by the Management Plan Indicators.**

1 Background

- 1.1 Under section 66(1) of the Environment Act 1995 each National Park Authority (NPA) is required to prepare and publish a National Park Management Plan (Management Plan) for its Park and review it every five years. Although preparation of the Management Plan is the prime responsibility of the NPA, its preparation needs actively to engage and gain support of all key stakeholders who will assist in its delivery. Dartmoor National Park Authority led a review of the Management Plan during 2012-13 and a revised version of the Management Plan – Your Dartmoor – was ‘approved’ by the Authority in November 2013 (NPA/13/041).
- 1.2 The Management Plan is the strategic plan for the National Park – a Plan for the National Park as a whole and not just for the Authority. It is a Plan for all who care about Dartmoor and its future.
- 1.3 The purpose of the Management Plan is to:
- Set out a joint, long term Vision and Ambitions for the National Park.
 - Provide the framework for partnership working through the priorities and action plans.
 - Provide the framework for all policy and activity in the National Park, coordinating and integrating other plans, strategies and actions (including the Local Plan).
 - Provide the basis for focusing resources and drawing in funding.
 - Communicate what is important about Dartmoor and the priorities for action to the wider community.
 - Provide a focus for the work of the National Park Authority and how it accounts to Government.
 - Illustrate how partner organisations have due regard for National Park purposes.

2 ‘Your Dartmoor’: Dartmoor National Park Management Plan 2014 - 2019

- 2.1 Your Dartmoor was published via a dedicated website:

<http://www.dartmoor.gov.uk/lookingafter/management-plan-review>

2.2 The website is structured around four themes:

- The National Park – details about the special qualities of the National Park
- Developing the Plan – how the plan was developed through consultation and engagement
- The Plan – details of the priorities and associated action plans
- Delivering the Plan – how we are monitoring delivery of the action plans and the impact of those actions on the State of the National Park.

2.3 Working with partners we have sought to ensure that Your Dartmoor is a 'living document'. Each year a steering group meeting is organised by the National Park Authority with an open invite to all partners, stakeholders and interested parties in the Management Plan to review and comment on the Action Plans that accompany each of the six priorities. Progress on delivery, issues raised by Steering Group members and revised action plans are then presented to a Delivery Board (facilitated by the National Park Authority) for comment and approval. The Delivery Board comprises senior representatives from key delivery organisations. It plays a strategic role in overseeing implementation of the plan, monitoring how delivery is progressing, considering priorities, resourcing and providing a constructive challenge role for delivery.

3 Feedback from the 2015 Steering Group Meeting

3.1 The 2015 Steering Group meeting took place in December last year and was attended by over 50 people representing a wide range of organisations across the community, voluntary, public and private sectors. The key issues raised by the Steering Group and associated actions that have been included in the revised action plans are detailed below.

Sustain:

- *Are woodlands and forestry given sufficient weight in the Management Plan?* The Confederation of Forest Industries have offered to lead a small working group during 2016 to explore this question.
- *Does the Dartmoor Vision need up-dating? Can it be developed by more detailed visions for each or grouped commons?* The Authority, the Dartmoor Commoners' Council and other partners are seeking to secure the resources to develop the vision on a common by common basis through a bid to the Heritage Lottery Fund called 'Our Common Cause (NPA/16/006).
- *Rivers and water management* – is there a co-ordinated approach to river management across the National Park? Following the Delivery Board meeting (see below) the Environment Agency have agreed to organise a workshop to address this question and explain their approach to catchment management plans.

Enjoy:

- *Canoeing* – *what might be done to facilitate access to water and reduce potential conflicts?* The Authority has agreed to facilitate a meeting of interested stakeholders, focusing on the Dart, to see if it is possible to reach a consensus about a sustainable level of activity.
- *Visitors* – *how do we ensure a welcome for visitors; that they do not damage the very resource they seek to enjoy; and that they do contribute to the local economy.* Working with the National Trust the Authority is developing a joint

visitor survey to look at reasons why people visit Dartmoor, the quality of their experience and their impact. There is also a need for continued joint working to improve understanding and promote 'responsible' enjoyment of the National Park.

- *Shared road use – there was discussion about the potential and actual conflict between different road users (cyclists, cars, farmers, livestock etc.).* This is something the Authority is picking up and will be featured in the 2016 version of Enjoy Dartmoor.

Prosper:

- *Young people – how do we support young people living on Dartmoor to access skills, services, jobs and housing.* A person attending the workshop offered to run a workshop on these issues and they are topics that we will need to address in the Dartmoor Local Plan review.
- *Discussion about the benefits of Dark Night Sky status for Dartmoor –* North Bovey Conservation group have offered to assist with a dark night skies 'landscape policy'. The Authority has, to-date, had to resist pressure to apply for official dark night sky status due to the associated costs.
- Other topics covered under this theme included: future of HMP Dartmoor, communication/broadband connections and rural transport.

4 Delivering the Management Plan

4.1 The six action plans that accompany the Management Plan (one for each of the priorities identified through the last review) contain a total of 149 actions. Of these: 20 have been completed; 102 are 'in progress and on time'; 7 have yet to start, 17 are 'falling behind time' and 5 are 'unlikely to be achieved' or are subject to 'significant delay'. The Delivery Board received this information and scrutinised the actions that are falling behind and/or are unlikely to be achieved, identifying mitigation measures where possible. The Management Plan is an ambitious document and a key reason for many of the actions that are delayed is lack of funding/capacity.

4.2 There is an agreed set of indicators that seek to measure progress towards the ambitions (or outcomes) identified in the Management Plan ie what impact are the actions associated with the Management Plan having on Dartmoor's special qualities? These indicators are reported annually to the Delivery Board and the 2015 report is contained in appendix 1. There are some notable positive achievements/trends, including:

- Table and increasing populations for key species
- Reduction in the number and percentage of Scheduled Monuments at Risk
- Increased visitor spend (up from £119.2m in 2013 to £131.8m in 2015)
- High levels of visitor satisfaction (as recorded in our Visitor Centres)
- Increased percentage of households on Dartmoor with access to superfast broadband

4.3 There are also some negative trends, including:

- A reduction in the percentage of public rights of way (PRoW) which are 'easy to use'. The baseline figure was 94% and the 2015 figure is 83%. This reduction is primarily due to a combination of the weather patterns in recent years (increased incidence of high intensity rainfall) and the reduction in financial

resources for management of PRoW) which means less emphasis on preventative management.

- A reduction (in 2015) of the number and of affordable housing units approved (ie granted planning permission) by the Authority. This is due in large part to the uncertainty over the changing legislation and policy for affordable housing with landowners and developers not bringing forward sites due to this lack of clarity and a concern about the long-term affordability/security of such housing.

4.4 Delivery Board members have made some amendments to the set of indicators (see appendix 1). They have also offered to assist with some of the gaps in the data sets and/or identifying what 'success will look like'. For example:

- Natural England are to undertake some modelling to identify what success will look like in terms of the area and percentage of the National park (utilisable agricultural area) under agri-environment schemes in 2019 and to do some modelling on the financial impact of such schemes on the local economy.
- Devon County Council have agreed to lead on an economic profile for Dartmoor to potentially provide information on overall business numbers and business start-ups and survival rates. They are also looking to see if they can obtain data from REGEN South West on the amount of renewable energy generated within the National Park.
- The Environment Agency have agreed to review the indicator on Percentage of monitored rivers achieving 'good' or 'high' ecological status under the Water Framework Directive.

4.5 Included in the Authority's draft Business Plan (NPA/16/010) is a key action to complete a State of the Park review during 2016/17. This exercise will provide a basis for the next review of the Management Plan. Natural England have offered potential support for this project and we are in discussions with Grant Thornton about whether they will offer support (in-kind) to develop a natural capital approach to the State of the Park report – this would potentially dovetail with the Government's forthcoming Environment Strategy and enable us to develop an 'Investment Plan for Dartmoor's Natural and Cultural Heritage'.

5 Equality and Impact Assessment

5.1 The Management Plan contains a series of actions that are focused on promoting equality of access and awareness; and promoting understanding of diversity.

6 Financial Implications

6.1 The Authority provides the secretariat support for the Management Plan process and the key actions that the Authority is responsible for leading are incorporated into our business planning process. The Management Plan can provide a useful framework for attracting additional resources. For example, in previous years it helped us secure Rural Development Programme funding for the Dartmoor Hill Farm Project.

7 Conclusion

7.1 The Management Plan is an important document – a framework for partnership action to help deliver National Park purposes. It is an ambitious document with over 140 actions: some of these are costed and some are desired actions that require funding. The process of supporting an annual Steering Group and a smaller

Delivery Board (comprising key delivery partners) has, to-date, helped ensure that the Management Plan is a living document but there is still more to do in terms of ensuring that all of our partners are bought into this process and see it as valuable. Monitoring of the agreed indicators for the Management Plan reveal progress in most areas but also highlight some areas of concern (identified above and in Appendix 1) which are being addressed.

CLAIRE PARTRIDGE and KEVIN BISHOP

Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2013)	2014 status	2015 status	What will success look like?	Notes
Sustain	<u>Land Management</u> : Farming communities and land management practices continue to play a central role in conserving and enhancing Dartmoor's special qualities and delivering a range of public benefits.	Numbers of grazing livestock: (i) cattle ¹ (ii) sheep ² (iii) ponies ³ (Defra June Survey of Agriculture ⁴)	(i) 42,969 (ii) 167,288 (iii) 1200 (2010)	↓ ↓ ↓	(i) 42,613 (ii) 190,391 (iii) Awaiting data (2013 data published 2014)	Next survey due to be repeated in June 2016. Stats will be available autumn 2017	Livestock numbers are maintained.	
		Number of livestock on the commons. (iv) cattle ⁵ (v) sheep ⁶ (vi) ponies ⁷ (Dartmoor Commoners Council)	No data available 2013		(iv) ? (v) ? (vi) ?	(iv) ? (v) ? (vi) ?	Livestock numbers are maintained.	
		Number of active farmers (i) full-time farmers (ii) part-time farmers (iii) employees (P/T & F/T) and casual workers (Defra June Survey of Agriculture)	(i) 579 (ii) 642 (iii) 308 (2010)	↓ ↓ ↓	(i) 603 (ii) 631 (iii) 356 (2013 data published 2014)	Next survey due to be repeated in June 2016. Stats will be available autumn 2017	Number of active farmers is maintained.	
		Number of active graziers on the commons. (Dartmoor Commoners Council) ⁸	182 (2012)	↑	188 (2014)		Number of active graziers is maintained.	
		Area and % of National Park (usable agricultural area) under agri-environment schemes. (NE, Protected Landscapes indicator) © Natural England copyright. Contains Ordnance Survey data © Crown copyright and database right 2015.	49,516 ha 60% (2013)	↔	65,228 ha 57% (March 2014)	64,988 ha % figure cannot be supplied this year due to data collection issues (March 2015)	Still to be determined	Natural England have agreed to do some modelling, now that Countryside Stewardship is in place, to identify 'what success will look like' (ie percentage coverage in 2019). They have also agreed to do some modelling on the financial impact of agri-environment schemes
		<u>Habitats and Wildlife</u> : Dartmoor's internationally and nationally important habitats are expanded and linked and in optimal condition, supporting resilient	% of broad habitats in SSSIs in: (i) Favourable (ii) unfavourable recovering (iii) unfavourable declining condition	(i) 28% (ii) 71% (iii) 1%	↑	(i) 16% (ii) 83% (iii) 1%	(i) 16% (ii) 82% (iii) 2%	At least 27% of SSSIs (7060ha) in favourable condition by 2020, while maintaining at least 95% in favourable or recovering

¹ Includes female 2+ years beef with offspring, calves under 1 year and other cattle. Does not include dairy. Based on survey responses so does not represent total numbers.

² Includes breeding ewes, lambs under 1 year, and other sheep. Based on survey responses so does not represent total numbers.

³ Pony numbers not yet available but the Dartmoor Commoners Council and Dartmoor Hill Pony Association are investigating setting up a database.

⁴ Based on survey responses so does not represent total numbers. Does not include smallholdings with less than 10 cows or 20 sheep.

⁵ Includes female 2+ years beef with offspring, calves under 1 year and other cattle. Does not include dairy. Based on survey responses so does not represent total numbers.

⁶ Includes breeding ewes, lambs under 1 year, and other sheep. Based on survey responses so does not represent total numbers.

⁷ Pony numbers not yet available but the Dartmoor Commoners Council and Dartmoor Hill Pony Association are investigating setting up a database.

⁸ Based on information provided to the Dartmoor Commoners Council as part of annual registrations.

Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2013)	2014 status	2015 status	What will success look like?	Notes
	ecosystems with healthy populations of priority species.	(NE, <i>Protected Landscapes indicator</i>) © Natural England copyright. Contains Ordnance Survey data © Crown copyright and database right 2015.	(March 2013)		(March 2014)	(March 2015)	condition.	
		% County Wildlife Sites in good condition. <i>(Dartmoor National Park Authority)</i>	89% (2013)	↔	88% (March14)	89% (March15)	To maintain at least 89% of County Wildlife Sites in 'good' condition.	
		% of 13 key species* whose status is stable or increasing. ⁹ <i>(Pearl-bordered fritillary; greater horseshoe bat; flax-leaved St John's-wort; ring ouzel; bog hoverfly; blue ground beetle; red backed shrike; vigur's eyebright; southern damselfly; marsh fritillary; high brown fritillary; Deptford pink; dunlin)</i> <i>(Dartmoor National Park Authority)</i>	82% (2011)	↑	100% *Key species measured vigur's eyebright southern damsel fly & marsh fritillary. (March 2014)	Figure to follow	At least 90% of key species are stable or increasing.	The 3 species data collected on is because 2 internationally important & 1 is endemic to Devon & Cornwall. Others monitored less frequently (3, 5, 10yrs) as resources etc. permit
	<u>Natural Resources</u> : Dartmoor's distinctive and high quality natural resources are managed and enhanced for environmental and public benefits.	Length and % length of monitored rivers achieving 'good' or 'high' ecological status (under the Water Framework Directive). <i>(Environment Agency, Protected Landscapes indicator)</i> © Environment Agency and database right © Natural England copyright. Contains Ordnance Survey data © Crown copyright and database right 2015	70.9 km 14.8% (2012)	↑	191.2 km 35.6% (2014)	195.5 km 36.4% (2015)	152.5 km, 31% achieving good ecological status by 2015. <i>See appendix 1</i>	EA to confirm reason for difference between base line and following years and whether a new target for success has been or needs to be set
		Area and % of woodland under active management. <i>(Forestry Commission)</i> © Forestry Commission copyright 2015 © Natural England copyright. Contains Ordnance Survey data © Crown copyright and database right 2015	5,796 ha 51% (2011)	N/A	6,110 54% (March 2014)	6,415 ha 57% (March 2015)	Increase the area of woodland under active management.	
	<u>Archaeology and Historic Built Environment</u> : Dartmoor's outstanding archaeological and historic landscapes are well managed, understood and enjoyed, and the character of its distinctive historic built	Number and % of Scheduled Monuments at Risk. ¹⁰ <i>(English Heritage)</i>	375 out of a total of 1,058 35% (March 2013)	↑	359 out of a total of 1,058 34% (March 2014)	343 out of a total of 1,058 33% (March 2015)	Reduce Scheduled Monuments at risk by 5% by 2019.	
		Number and % of Listed Buildings at Risk <i>(all listed buildings).</i> ¹¹	34 out of a total of 2,565 1.3%	↑	33 out of a total of 2,565 1.3%	No change	Keep levels of Listed Buildings at Risk at 1.3% or below.	

⁹ Results to be reported annually but longer-term trends need to be taken into account given annual fluctuations in population numbers due to weather and other factors.

¹⁰ At risk' includes all monuments categorised as being at 'high' or 'medium risk on English Heritage's 'Heritage At Risk Register'. Excludes any monuments that are still shown as at 'high' or 'medium' risk on the English Heritage register but which English Heritage has confirmed meet all the criteria to now be considered to be 'low' risk

Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2013)	2014 status	2015 status	What will success look like?	Notes
	environment is conserved and enhanced.	<i>(Dartmoor National Park Authority)</i>	(March 2013)		(March 2014)	(March 2015)		
	<u>Cultures and Traditions</u> : Local communities, cultures, skills and traditional ways of rural life continue to be sustained and celebrated as defining characteristics of Dartmoor.	Attendance figures for 2 traditional Dartmoor Shows Chagford Show Widcombe Fair * attendance figures not available	6,500 (Aug 2013)		8,000 (Aug 2014)	7,000 (Aug 2015)	Maintaining current visitor attendance	Original indicator was attendance at two traditional shows. Delivery Board agreed that we should alter this indicators so that it reports number of traditional community events/shows and measure of success is 'no reduction in number of such events based on 2013 base line
		Number of traditional community events/shows taking place on Dartmoor	24		24	25	No reduction(from 2013 baseline) in number of traditional community events/shows	List the events
	<u>Landscape and Tranquillity</u> : Dartmoor is celebrated for its distinctive landscapes and provides the opportunity to experience wildness, solitude, tranquillity, dark night skies and a sense of space.	No suitable indicators identified. The CPRE tranquillity mapping is not likely to be updated.					Steering Group to advise on suitable indicator or monitoring.	Devon County Council reported to the Delivery Board (Jan 2016) that it is looking to discuss the possibility of commissioning a joint piece of work to help Devon planning authorities have a consistent approach to defining and mapping tranquillity.
	<u>Military Training</u> : All military training on Dartmoor is consistent with National Park purposes, and Defence Training Estate land is managed as an exemplar of conservation and recreational opportunity.	% of Scheduled Monuments within Dartmoor Training Area at high risk. <i>(MOD)</i>	8%	↑	10% (March 2014)	10% (March 2015)	6% by 2019	Following discussion at the Delivery Board (Jan 2016) MOD have expressed concern about this indicator on the basis that it does not reflect military activity or responsibility (they note that they only have the management/maintenance responsibility for archaeology on the MOD freehold land at Willsworthy.
Enjoy	<u>Recreation and Access</u> : Dartmoor offers a variety of access and recreational opportunities for everyone seeking inspiration, peace and active recreation in harmony with each other, the local community and the area's special qualities.	% length of Public Rights of Way (PRoW) which are 'easy to use' (does not necessarily follow the definitive line). <i>(Dartmoor National Park Authority)</i>	94% (March 2013)	↔	85.4% (March 2014)	83% (March 2015)	Maintain at least 90% (reflecting decreasing funding for RoW management)	DNPA reported to the 2015 Delivery Board that the key reasons for the decline is a combination of the weather patterns in recent years (increased incidence of high intensity rainfall) and the reductions in resources which mean less preventative management of PRoW.

¹¹ This is the number of individual listed buildings and may differ from the English heritage figure where one listing may include a number of buildings

Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2013)	2014 status	2015 status	What will success look like?	Notes
		Number of organised recreational events and large-scale recreation events. ¹² <i>(Dartmoor National Park Authority)</i>	64 recorded organised events per year 4 events with 1000+ attendance	↔	60 recorded events 5 events 1000+ Of those 3 road events 1 x on & off road and 1 x sponsored walk	67 recorded events 6 events 1000+ Of those 5 road events inc 1x cycling on & off road event & 1x sponsored walk	Maintain geographical spread in line with recreation Strategy with limited adverse impact on the special qualities and local communities. Fewer annual events No further growth of events over 1,000 people.	
	<u>Tourism:</u> Tourism on Dartmoor is high quality and sustainable, making a positive contribution to the environment, local economy and communities of the National Park.	Total number of staying visitors <i>(STEAM)</i>	234,000 (2011)	↑	242,000 (2013)	261,000 (2014)	Increase the number of staying visitors	
		Economic impact of tourism: (i) total spend (ii) spend per visitor (all visitors) <i>(STEAM)</i>	(i) £119.20m (ii) £52 (2011)	↑ ↑	£125.20m £59 (2013)	£131.8m £60 (2014)	Increase spend per visitor	
		Visitor satisfaction – Survey being developed by National Trust and DNPA						Steering Group to advise
	<u>Military Training:</u> All military training on Dartmoor is consistent with National Park purposes, and Defence Training Estate land is managed as an exemplar of conservation and recreational opportunity.	Number of days that the public can access each live firing range: Okehampton Merrivale Wilsworthy	325 days pa 283 days pa 232 days pa	↔ ↔	303 days pa 312 days pa 253 days pa	314 days pa 307 days pa 257 days pa	Maintain at or below five-year average (2008-2012)	MOD have, following the Delivery Board meeting in Jan 2016, expressed a concern about this indicator and how it relates to their authorised number of live firing days and the fact that they are authorised to carry out more training than is currently taking place. The number of authorised days for live firing takes precedence over the Management Plan indicator but the current indicator and measure of success provide an indication of the level of impact of military training on public access that is pertinent to the Management Plan ambition.
		MOD to contribute to visitor satisfaction survey across the National Park, if agreed by all partners. If not, will repeat methodology used for Cramber Tor survey.						

¹² As notified to DNPA. Organised events defined as more than 50 people on foot 30 cycling or horse riding. Large-scale events defined as over 1,000 participants

Key: ↑ = the situation is improving ↓ = the situation is getting worse ↔ = the situation is stable

Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2013)	2014 status	2015 status	What will success look like?	Notes
	Information and Communication: People's understanding and enjoyment of Dartmoor National Park is enhanced by high quality and accessible information.	% of users who are satisfied with information from DNPA: (i) visitor centres, and (ii) website <i>(Dartmoor National Park Authority)</i>	(i) 92% (ii) 72% (March 2013)	↑ ↑	(i) 95% (ii) 41% (March 2014)	New website being developed figure not collected 2015		DNPA reported that the reduction in users satisfied with the website was due, in part, to a change in the method used to collect the data. The new website design and content should address this issue.
	Learning and Education: High quality, diverse learning experiences are available for everyone to enable them to understand, value and contribute to the conservation and enhancement of Dartmoor.	% of users reporting increased understanding of Dartmoor as a result of Education events provided by DNPA. <i>(Dartmoor National Park Authority)</i>	89.2% (March 2013)	↑	97% (March 2014)	82% (March 2015)	90% of users reporting increased understanding.	DNPA reported that the reduction in % of users reporting an increased understanding was due to a combination of low number of returns and the weather..
		% of users satisfied with DNPA education events. <i>(Dartmoor National Park Authority)</i>	84.2% (March 2013)	↑	100% (March 2014)	100% (March 2015)	95%	
		Number of recorded volunteer days for DNPA. ¹³ <i>(Dartmoor National Park Authority)</i>	2,471 (March 2013)	↑	2,886 (March 2014)	2573 (March 2015)	Increased number of volunteering opportunities and volunteer days on Dartmoor.	Delivery board agreed that we should seek to extend this indicator so that it captures data on volunteer days for all key partners on Dartmoor (ie to include DPA, SWLT, NE, NT, WT, DWT etc.)
Prosper	Economic Activity: Broad ranging economic activity is consistent with Dartmoor's special qualities and provides local sources of employment.	% of households in Dartmoor National Park that have access to superfast broadband. <i>(Devon County Council and Dartmoor National Park Authority)</i>	Awaiting figures		24.4% (2014 - Feb 2015)	50% (Dec 2015)	95 % coverage of households on Dartmoor following the Connecting Devon and Somerset programme and the Rural Community Broadband Scheme.	Awaiting baseline figure from Devon County Council
		Number of hard to reach premises passed by superfast broadband. (Hard to reach defined as final 10% of premises not covered by Connecting Devon and Somerset programme or commercial rollout.) (Connecting Dartmoor programme)	0	N/A		Delete indicator	854 hard to reach premises have access to superfast broadband.	Delivery Board agreed to remove this indicator as it replicates, in part, the previous indicator
		Business start-ups and survival rates	<i>Data not currently available on Dartmoor basis</i>			<i>Looking at sources of info</i>	<i>Steering Group to advise</i>	Following the Delivery Board meeting, Devon County Council have offered to lead on an economic profile for Dartmoor using same methodology as per the profiles done for districts in Devon
		Number of businesses ¹³ on Dartmoor	2065	↓				See comments above

¹³ VAT- and/or PAYE-based enterprises

Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2013)	2014 status	2015 status	What will success look like?	Notes
		<i>(Inter Departmental Business Register)</i>	(2012)					
		Unemployment rate in DNP <i>(Office of National Statistics)</i>	1.5 (Nov 2013)	↑	1.4 (2014)	0.23% The methodology for collecting this information has changed, (Nov 2015)		
	<u>Community Wellbeing</u> : Dartmoor communities thrive and benefit from access to a range of local services, amenities, housing and employment opportunities.	Number and % of affordable housing approved per year. <i>(Dartmoor National Park Authority)</i>	14 out of a total of 60 approved new dwellings 23% (2012/13)	↓	25 out of a total of 71 approved new dwellings 35% (2013/14)	17 out of a total of 81 approved new dwellings 21% (2014/15)	Average of 50 homes a year, of which at least 50% are affordable.	Delivery Board noted that this may need reviewing in light of changing legislation on local/affordable housing
		Net annual change in: (i) primary services/facilities in classified settlements (ii) secondary services/facilities in classified settlements <i>(Dartmoor National Park Authority)</i>	0 -2 (2013)	↔	No data collected	No data collected	Maintain no net loss of services/facilities.	DNPA reported that they will review this indicator as part of the forthcoming Local Plan review. Devon County Council indicated that they would see if they could assist (see comments on business start-ups).
		% of DNP residents very satisfied or fairly satisfied with their local area as a place to live. <i>(Dartmoor National Park Authority 2013 residents survey)</i>	95% (Nov 2013)	↑	<i>Reported every 3 years</i>	<i>Reported every 3 years</i>	<i>Maintain 95% of DNP residents satisfied with their local area as a place to live in.</i>	Survey to be repeated in 2016
	<u>Development</u> : Development makes a positive contribution to thriving communities, through high quality, sympathetic and well-informed design, conserving the quality and distinctiveness of the built environment and reinforcing local character.	Number of applications received, Number determined and % granted. ¹⁴ <i>(Dartmoor National Park Authority)</i>	601 566 87.3% (March 2013)	↑	639 560 86.88% approval (March 2014)	632 588 86.6% approval (March 2015)	618 580 89.36% 5yr average as target	5yr average 2009-13 to give us a target- figures to follow
		Indicator relating to the quality of design to be developed.						Delivery Board suggested that could use 'people satisfied with Dartmoor as a place to live' as a surrogate indicator.
	<u>Carbon and Energy</u> : Dartmoor is an exemplar of carbon reduction and climate change adaptation through carbon storage, energy efficiency, decarbonising products, and the production of	Annual energy consumption on Dartmoor. <i>(South West Devon Community Energy Partnership)</i>	947 GWh (2012)	N/A			<i>Data set does not lend itself to an annual update</i>	Devon County Council to look at their service level agreement with REGEN SW to see if could get Dartmoor figures on renewable energy generation.

¹⁴ Includes planning applications, prior approvals, listed buildings consents, and certificates of lawfulness.

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Theme	Ambitions	Indicator	Base Line as of 2013	Trend (to 2013)	2014 status	2015 status	What will success look like?	Notes
	renewable energy and heat.	Number of applications for: (i) Feed-in-Tariff (ii) RHI (iii) Green Deal <i>(Department for Energy and Climate Change (DECC))</i>					<i>Indicator on renewable energy to be developed?</i>	Duchy of Cornwall offered to provide Dartmoor woodfuel co-operative information on no of boilers supplied & kilowatts produced (NB this may not relate just to Dartmoor National Park)

Appendix 1

Water Framework Directive Targets

The aim of the Water Framework Directive is to achieve Good Ecological Status in all water bodies or Good Ecological Potential in those water bodies where they have been modified for human use such as flood defences or urbanisation, by 2027.

In South West we set a target of raising our baseline compliance from 31% to 43% of our water bodies. This was across all water bodies and did not favour any particular location above others. What does dictate what can be done where and when is a combination of factors from what measures (or actions) would need to be put in place to achieve GES, who's responsibility it is, how would that be funded, is a solution sustainable and/or is there even a technically feasible measure.

The Environment Agency is currently undertaking a Cost Benefits Assessment on measures aimed at improving elements to GES. The completion of this exercise will be with a predicted outcome for each element, by 2021 and or 2027. It is worth noting that in terms of how WFD compliance works, improving one element where others continue to fail will still cause the water body as a whole to be non-compliant.

The measures identified and benefits expected have been discussed with some partner organisations and will be discussed once again with a broader audience within the consultation on 2nd cycle River Basin Management Plan which will be publically consulted on through the summer.

If you take the Rivers on Dartmoor as examples; the water bodies not at GES are failing typically because low pH or fish. pH is predominantly natural with an improving anthropogenic influence. Fish compliance is mainly linked to barriers to the passage of fish migration and some habitat for improvement. Low flows are also an issue in some locations.

The 2nd cycle plan, which will be finalised and published early in 2015, will have a reviewed target / predicted outcome for each water body and there will be discussion and opportunities for organisations such DNPA to be fully involved in the thinking, leading to those final predicted outcomes.

Key: ↑ = the situation is improving ↓ = the situation is getting worse ↔ = the situation is stable

DARTMOOR NATIONAL PARK PLANNING AUTHORITY

4 March 2016

**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.**

TREE PRESERVATION ORDERS

Teignbridge

Ref: 15/041

Trapstile, Lustleigh

SX 7832 8138

Application to remove crossing branches on an oak tree. The works are minor and will have minimal impact on the health or appearance of the tree. Consent was granted subject to the following 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: 15/0042

St Winifred's Church, Manaton

SX 7944 8129

Notification to reduce the crown of a sycamore tree and cut back the crown of a yew tree to prevent it damaging the thatch of an adjacent property. The works will have minimal impact on the health or appearance of the trees.

A Tree Preservation Order has not been made.

West Devon

Ref: 15/0040

St Michael's Church, Chagford

SX 7021 8753

Notification to crown lift a cypress and two beech trees. The works will have minimal impact on the health or appearance of the trees.

A Tree Preservation Order has not been made.

Ref: 15/0043

Tyrwhit House, Princetown

SX 5860 7379

Notification to reduce the length of low overhanging branches on a horse chestnut tree and a Norway spruce. The works will have minimal impact of the character of the Conservation Area.

A Tree Preservation Order has not been made.

Ref: 15/0044

Meavy Barton, Meavy

SX 5400 6725

The garden of a Grade 2* listed building is being redesigned and poorly located and inappropriate trees are to be felled. The works will have minimal impact on the character of the Conservation Area.

A Tree Preservation Order has not been made.

Ref: 15/0045

Lady Modifords, Walkhampton

SX 5325 6981

Notification to remove low branches from a pine tree. The works will have minimal impact on the health or appearance of the tree.

A Tree Preservation Order has not been made.

Ref: 15/0046

2 Blackbrook, Walkhampton

SX 5339 6970

Notification to fell an ash tree and reduce a cypress. The ash tree is in very poor condition and the cypress tree restricts light into a neighbouring property.

A Tree Preservation Order has not been made.

BRIAN BEASLEY

NATIONAL PARK AUTHORITY
AUDIT AND GOVERNANCE COMMITTEE

Friday 5 February 2016

Present: Members:
S Hill, P W Hitchins (Chairman), D Lloyd, J McInnes, C Pannell (Vice Chairman), D Webber, P Harper, M Retallick

Officers:
Alison Kohler (Director of Conservation and Communities)
Donna Healy (Head of Business Support)
Stephen Belli (Head of Planning)
Neil White (Head of Organisational Development)
Sam Hill (Head of Communications, Economy and Fundraising)
Robert Steemson (Head Ranger) – Part
Dan Janota (Senior Forward Planner) – Part
Lee Bray (Archaeologist) – Part
Keith McKay (Historic Buildings Officer) – Part
Norman Baldock (Senior Ecologist) – Part

Jane Quick – Devon Audit Office
Andrew Shaw – Grant Thornton

Apologies: Mr Sanders

412 Minutes of the meeting held on 6 November 2015

The Minutes of the meeting held on 6 November 2015 were signed as a correct record.

413 Declarations of Interest

None

414 Items Requiring Urgent Attention

The Chairman asked the Committee to mark the death of Tony Beard with a minutes silence. Mr Beard had been a good friend of the National Park.

415 Public Participation

None

416 Internal Audit Report – Key Financial Systems 2015/16 Final Report

Jane Quick from the Devon Audit Partnership presented the report to Members. The system and controls are all of a high standard and only minor recommendations have been suggested. Recommendations include that disposals of IT equipment should be signed off by someone other than the IT manager, which has now been put in place. In respect of advertising income received via Enjoy

Dartmoor, the breakdown of sales should be obtained from the contractor in order to verify and reconcile all income due.

The Members congratulated the Officers on an excellent report.

RESOLVED: Members noted the report.

417 Service Level Agreement between Devon Audit Partnership & Dartmoor National Park Authority

Jane Quick, Devon Audit Partnership presented the report to Members.

It was confirmed to Members that 20 days of work would be satisfactory to cover the amount of work that needs to be completed, any fewer days would undermine the results.

RESOLVED: Members noted the report.

418 Audit Committee Update for Dartmoor National Park Authority for the year ended 31 March 2016

Andrew Shaw, Grant Thornton presented the report to Members. He stated that the 2015/16 interim Audit will commence on 15 February and this will also inform the 2016/17 Audit Plan to be developed, which will be presented to the next Audit and Governance Meeting.

RESOLVED: Members noted the report

419 Financial Management 1 April to 31 December 2015 and Forecast Financial Outturn 2015/16

The Head of Business Support presented the report to Members. Two corrections to the report were highlighted: Paragraph 2.2 should read "...at the end of **December** (Month 9)..." and Paragraph 3.1 Table 4 should read "New contributions to reserves/carry forward - **£85,170**". The overall forecast indicates that the Authority is in a robust financial position going forward.

Members reiterated the success of the sponsorship for the National Parks conference. It was a great display of Members and Officers working well together, sourcing and implementing the sponsorship deals, which resulted in the £15,000 budget for the conference not being used.

Members noted that there were significant savings against the Voluntary Wardens budget. The Director of Conservation and Communities informed Members that the voluntary wardens had received adequate training and new equipment; the savings in the budget have been reallocated to support two dedicated 12 month Ranger Volunteer placements.

It was suggested that in Table 2 of the report, "Website", should read "Website re-design".

RESOLVED: Members noted the content of the report.

420 2016/17 Draft Net Revenue Budget, Medium Term Financial Plan and Capital Budget

The Head of Business Support presented the report to Members.

Defra has confirmed the level of National Park Grant for the next 4 years, which means that for the first time in 8 years, the Authority can plan ahead and provide the Authority with relative stability. It also enables a review and reallocation of reserve balances.

Members congratulated the Finance team on how well the finances have been managed. Members also noted how pleasing it was to have the Minister's and Secretary of States backing. They encouraged the officers to use this opportunity to investigate and diversify the Authority's income base, but noted that competition to access external funding will be a challenge especially as other local authorities are facing further cuts.

A Member stated that the Dartmoor Hill Farm Project is looking at alternative ways of funding the project. The Hill Farm Project Steering Group has suggested a Membership scheme, which may not meet the total budget requirement but will help to deliver the key aims of the Project.

Members recognised that a lot will be expected in return for a 4 year protected National Park Grant settlement.

The Chief Executive (NPO) informed Members that the planned extension to the National Park Visitor Centre Postbridge (as part of Moor than Meets the Eye landscape partnership), is currently on hold and discussions with the Duchy of Cornwall are ongoing. The funding received from the HLF may well be able to be allocated to a new project that has similar outcomes, but will need HLF approval.

Mr Harper proposed the recommendation, which was seconded by Mr McInnes.

RESOLVED: Members:

- i) Reviewed the draft Net Revenue Budget.
- ii) Noted the report.

421 2016/17 Draft Business Plan

The Chief Executive (NPO) presented the report to Members. He highlighted the priorities; the vision for the Authority, the core values and how we will work. The Members were informed that the business plan will be sent to DEFRA for information after final approval by the Authority.

Members discussed the level of volunteering days currently being achieved against the target of 3500 volunteer days in the business plan. Members suggested that to organise that level of volunteering a specific role of volunteer co-ordinator would have to be created. The Head of Organisational Development stated to Members that the Authority has successfully engaged with volunteers for many years and continues to do so with the Voluntary Wardens, support for volunteer groups and adhoc volunteers across services. However, we have identified a need for a clear

plan and direction with volunteers. As part of the developing Organisation Development Strategy we have agreed an action plan to take forward in 2016/17.

The Director of Conservation and Communities explained to Members that an independent evaluation on the Naturally Healthy Project is being carried out with Plymouth University. A suggestion by a Member was that Public Health may be able to help, which will be investigated.

One Member asked how the Authority planned to achieve P6 - High Quality opportunities for young people to develop their careers/gain practical opportunities. The Head of Organisation Development informed Members that the Authority had employed 5 apprentices in the last 7 years and that determining a clear approach going forward is a key action in the Organisational Development strategy. We are also engaged in a project being led by North York Moors National Park Authority developing new employer led apprenticeships aligned with government priorities. The Head of Organisational Development added that the Senior Learning and Outreach Officer is also engaged with other countryside management organisations developing traineeships. These delivery mechanisms should provide options so we can support pathways to employment. The Director of Conservation and Communities informed Members that officers will keep abreast of opportunities through HLF funding to fund apprenticeships as a positive way to use funding.

RESOLVED: Members reviewed and noted the content of the business plan.

422 Business Plan Monitoring 2015/16 and Performance Indicators

The Head of Organisational Development presented the report to Members.

A Member raised concerns with the increase of “Will not complete” performance indicator targets. The Head of Organisational Development stated at that this time of year Officers are at a point where they can realistically assess the probability of meeting the targets.

Members were informed that Dartmoor NPA would be the first National Park to trial the 2 minute clean, similar to the Two Minute Beach Clean model.

Members were pleased to note the positive progress on the majority of the key actions.

The Head of Organisation Development presented the second half of the report regarding the Performance Indicators (PI's). He informed Members that the Leadership Team have reviewed the PI's and how and where the information is reported to avoid duplication.

RESOLVED: Members noted the report

423 Service Dashboards

Members received the report of the Head of Organisational Development (NPA/AG/16/005).

The lead officers attended and Members were invited to raise any questions they may have.

Development Management/Enforcement

Members were pleased with the performance figures, especially taking into account the staff shortages experienced before Christmas. The Head of Planning informed the Members that the payable pre-application system had been reinstated. There should be a satisfaction survey every 2 years, to receive any feedback from applicants/agents, this was behind schedule but would be completed. The Head of Organisational Development stated that complaints are monitored and learnt from.

Forward Planning

The Senior Forward Planner informed Members that there is potential for a joint local plan with Plymouth City Council, South Hams District Council and West Devon Borough Council. The bid for funding from the Department of Communities and Local Government towards Neighbourhood planning and local plan work was unsuccessful. In response to Members questions, the Senior Forward Planner stated that the proposed changes to Government policy on affordable housing has had a dramatic negative affect on affordable housing.

Archaeology

The Members were pleased with the numbers of volunteers at events.

Listed Buildings

The Historic Buildings Officer (HBO) and Members agreed that the work at Higher Uppacott deserves publicity and it has taken a lot of the HBO's time.

It should be celebrated that 92% of Listed Building Consent applications have been approved between Q1 – Q3.

Ecology

Members raised questions in regards to the cuckoo project. The Senior Ecologist stated that the public participation had been excellent, so there is a good record of sightings and hearing cuckoos. Exeter University are now using the information for PhD Projects.

The southern damselfly numbers have doubled in the past 19 years.

In response to a question from a Member about bee numbers and a potential ban on neonicotinoids, officers explained that meadow management will help all bee species, but the control of pesticide use is beyond the Authority's powers.

The Chief Executive (NPO) stated that the Minister had shown an interest in the cuckoo project.

Trees and Landscapes

In response to a Members question the Trees and Landscape Officer informed them that replanting in developments is on a case by case basis. In some cases there may be a suggestion/condition to offer money to the local community for tree planning, but there is no requirement to replace unprotected trees.

The Head of Organisation Development informed Members that the Service Dashboards will be reviewed frequently and welcomed any comments or feedback on them.

424 Review of Function and Delivery of Public Rights of Way Work

The Head Ranger presented the report to Members.

Members felt the communication with communities have lacked clarity. They felt Parish Councils need to have specific projects to focus on such as assist clearing pathways, mending fences, rebuilding bridges etc. The need for volunteers to be guided and for landowners to be involved was highlighted. It was suggested that a central record should be held with what needs completing and where it is, this would tie in with planned volunteer days. One Member suggested that a Parish Award for the best project supported by Parish Council Volunteers in the area, which could also tie in to the Edward Morshead Award. Members also express concern about the state of PROW signage across the National Park.

RESOLVED: Members noted the content of the report and agreed that the following action points should be put in to place:

- Communications to the Parish Council and/or Parish Link identifying specific tasks that need doing. Respond positively to current offers and help and continue with pro-active communication.
- A parish award
- A 3 – 5 year rolling work plan for public rights of way so that works can be programmed

425 Fundraising Action Plan 2016/17

The Head of Communications, Economy and Fundraising presented the report. She informed Members that although the Authority is now in a more robust financial position, we still have to be mindful of the future and explore other income streams, with a view to develop and test different strategies. The three areas to test are: Individuals, Business and corporate and Income from assets.

A new scheme called Donate for Dartmoor has been developed to take the place of £ for the Park. Donate for Dartmoor will focus on individual donations of time and/or money. If people would like to donate money, they will have the opportunity to choose a specific project they wish to support. The 3 areas would be Access, Nature projects and Heritage Archaeology. The launch of the scheme will be in the summer. A new bank account will be opened to receive donations.

Businesses/corporate donations will focus mainly on corporate volunteering days and have previously been a success.

Income from assets will mainly focus on the car parks we manage, there will be a review in to car park charging and an agreed plan will be put in to place by the end of 2016/17.

Members suggested that the fundraising ideas should be brought to a full Authority meeting for all the Members to have an input and to assess what we are trying to achieve with the money donated, and ensure the public understand where their

money is being spent. Members also suggested that the Authority should capitalise on the logo, and look in to how we could incorporate gift aid/Dartmoor Trust.

RESOLVED: Members

- Noted the report
- Agreed to have a discussion on fundraising after an Authority Meeting.
- Agreed that Donate for Dartmoor should be the new 'brand' for voluntary donations and an authorised trading name for Dartmoor National Park Authority

DRAFT